2007
BUDGET

2007 - 2011
General Capital Budget

- As Approved by City Council -

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Letter of Transmittal

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Office of the City Manager
April 17, 2007

To: His Worship the Mayor,
and Members of City Council

Re: **2007 – 2011 General Capital Program**

Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Program. **This document is the 2007 – 2011 General Capital Program as approved by City Council at its meeting on April 17, 2007.**

The 2007 – 2011 General Capital Program is almost $284 million, in comparison to $206 million in the 2006 – 2010 General Capital Program. The increase reflects additional funding provided by the City as well as the Federal and Provincial Governments, and also reflects the pressures of higher construction prices.

The General Capital Program represents a balance between the fiscal constraints facing the City and the capital requirements. Key components of the 2007 – 2011 General Capital Program include:

- $17.9 million over five years for Transit capital; including:
  - $8.5 million over the five years to purchase 20 transit buses;
  - $2.1 million over five years for 20 paratransit buses; and,
  - $1.8 million over the five years to refurbish four transit buses per year
  - $2.2 million for Transit Service Initiatives, including electronic fare boxes and shelter and security upgrades.

  $10.4 million of this funding is provided from the new Federal Public Transit Trust.

- Funding for Street Infrastructure Renewal is $11 million in 2007, $14 million in 2008, $17 million in 2009, $18 million in 2010 and $18.5 million in 2011 compared to $10 million in 2006.

- Roadway Network Improvements include:
  - $1.9 million to design and construct the east side of Courtney Street between Dalgliesh Drive and Mapleford Gate.
  - $400,000 in total to cover additional costs to complete the intersections at Quance Street and University Park Drive; and Victoria Avenue East and Windsor Park Road,

as well as Diefenbaker Drive from McCarthy Boulevard to Pasqua Street. Escalating construction costs have resulted in increased costs for these projects.

- $2 million as the City's commitment for construction of an interchange at the Highway Number 1 and Lewvan Drive. The total cost and funding of this project is yet to be finalized with Saskatchewan Highways and potential developers and other parties.
- A total of $27 million over the four years from 2008 to 2011 for additional improvements, such as the widening of Victoria Avenue from Fleet Street to the city limits, the northeast side of Courtney Street, and extensions of Parliament Avenue and Gordon Road for the southwest development.

- Funding for the rehabilitation of bridges totals about $7.1 million over five years, with one bridge site each year.

- Funding of $24 million over the five years for the landfill. The funding includes the initial costs of a new cell for a new landfill adjacent to the existing landfill. There is also $3.4 million over four years for replacement of rear lane waste containers and the purchase of new roll out containers for the front street collection program.

- Funding of about $4.9 million over the five years for community and recreation facilities. The funding is to sustain existing facilities and does not fund the development of new or replacement facilities.

- Funding of about $18 million over five years for restoration, upgrading and new development of athletic fields, open space and the city's streetscape.

- $5 million over five years for implementation of a Downtown Infrastructure Investment Strategy, including enhancements to infrastructure, land use and the design of the public realm in the downtown area.

- $2.3 million over two years to replace Fire Station #4.

- The capital program provides for $21.5 million over the five years for the replacement of vehicles and equipment. The capital program is consistent with the recommended fleet size and configuration as determined by the fleet review.

- The capital program provides $10.2 million over the next five years for the upgrading of operational, yard and field administrative facilities used by the City. There has been little investment in past years to maintain existing facilities, resulting in major deficiencies.

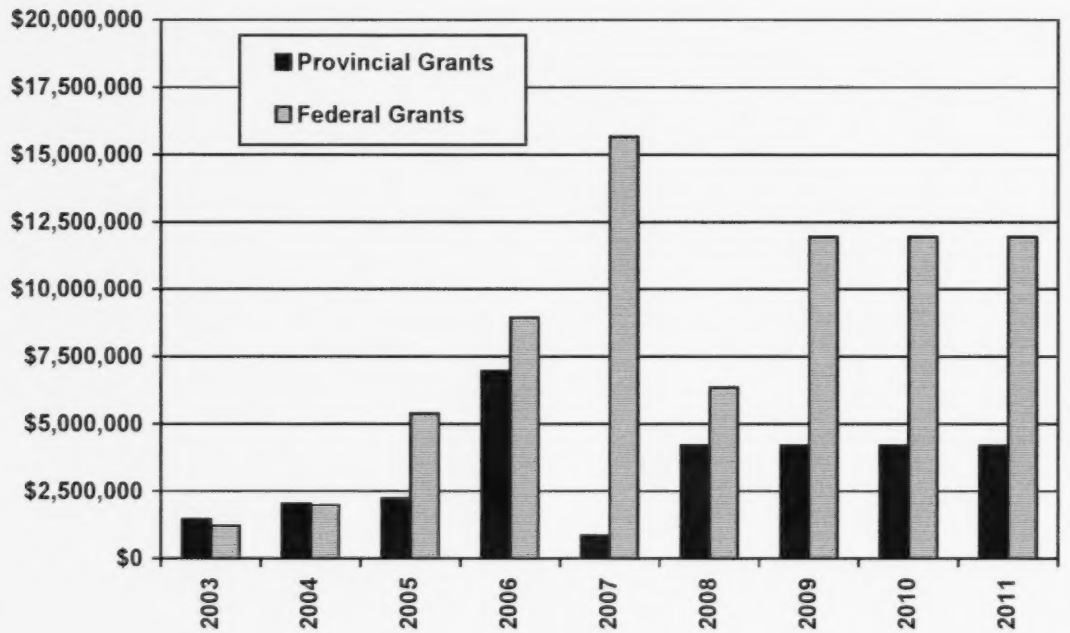
Regina, like other cities, is facing a problem of ageing infrastructure coupled with requirements resulting from growth and increased standards. During 2006, the City provided an estimate of its unfunded capital needs to the Provincial Government, indicating that there is a funding shortfall of about $500 million over the next ten years; not surprising considering that the replacement cost of existing City infrastructure is well over a billion dollars. Roads, buildings and other infrastructure built during the city's period of rapid growth are in need of repair or replacement.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable.

The 2007 – 2011 General Capital Program reflects an assumption of $3.3 million in annual infrastructure grants from Federal and Provincial programs. The 2007/08 Provincial budget announced $53.2 million in infrastructure grants to be linked to the Federal Government's new 'Building Canada Fund'. It is anticipated that it will take until later in 2007 for the Province to negotiate agreements with the Federal Government that will establish the criteria and allocation methods. As a result, a specific allocation for the City of Regina is not available. A relatively conservative estimate of $3.3 million per year has been included for this funding for each of the next five years. It is important that current efforts by the Province to establish ongoing municipal infrastructure programs develop into sustainable funding.

The following graph provides information on the Federal and Provincial grants for 2003 through 2005, along with the projected grants for the 2007 to 2011 period, including the estimate as described above. In the Introduction section of the document (pages 5 and 6) there are graphs for both the Federal and Provincial grants that provide additional details on the specific grants that total the grants shown in the following graph.

Federal and Provincial Capital Grants
(Excludes funding for Wascana Lake and the Credit Union EventPlex)



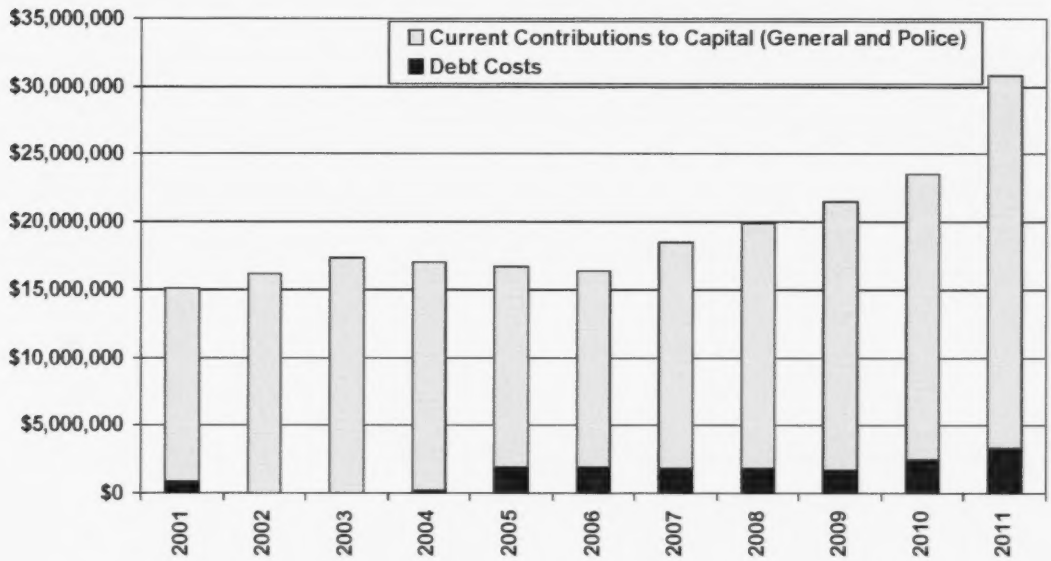
Substantial progress is being made in terms of the commitment of the Federal Government to funding municipal infrastructure requirements.

The Federal Public Transit Trust will provide $10.4 million to Regina in 2007. The funding is intended to cover a three period and has been allocated over three years in developing the capital budget because of the lead time to order and integrate new bus purchases into the Transit Fleet Management process, although as shown in the graph above, the full amount will be received in 2007.

The Canada/Saskatchewan Agreement on Federal Gas Tax Revenue represents a positive development in addressing concerns that have been raised previously. The recent Federal Budget extended the program until 2013, the type of time frame which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated on a regular basis.

While the additional funding provided by the Federal and Provincial Governments is significant, the City must also increase its capital funding. The 2007 – 2011 General Capital Program includes a plan to increase the City's current contributions to capital.

Capital Funding Plan

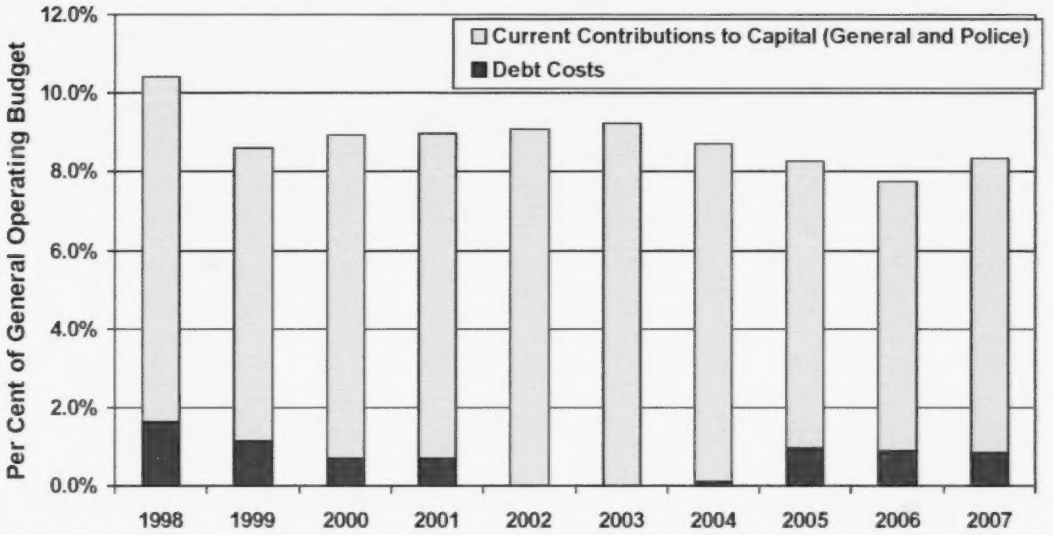


The capital funding plan provides for an increase in current contributions of $2.7 million for 2007, and an annual increase of $1.5 million per year starting in 2008. The current contributions to capital for Police are relatively stable at an average of $915,000 over the next four years, but there is approximately $8 million required to rehabilitate the Municipal Justice Building in 2011. City Council and the Board of Police Commissioners will have to develop a plan to meet that requirement over the next few years.

Should City Council choose to proceed with debt financing as outlined in 2009 and 2010, increased debt servicing costs will be reflected in 2010 and 2011. The projections shown above are based on a 6% interest rate.

The City must consider whether it is providing sufficient funding for capital requirements. The next graph shows the percentage of the General Operating Budget directed to capital funding since 1997, excluding the transfers from the Water and Sewer Utility linked to the CSIP and MRIF funding received by the utility. The graph shows both the percentage of the General Operating Budget available to fund the capital program and the percentage of the budget for debt costs.

Capital Funding From Current Operations – 1998 to 2007
(Per Cent of General Operating Budget)



The portion of the General Operating Budget directed towards funding of capital (current contributions to capital and debt costs) showed a decline in recent years, but that trend has been reversed for 2007. In 1998, capital funding was about 10.4% of the total operating budget. For 2007, capital funding is about 8.4% of the total operating budget. It is important that the City be able to maintain an upward trend.

The 2007 – 2011 General Capital Program demonstrates progress in addressing the priority needs of the community. It does not include all requirements to maintain existing infrastructure and meet the community's long-term needs, but it is reasonable based on the fiscal constraint faced by the City. It is essential that the City increase capital funding in future years as provided for in the capital program, continue to seek additional ongoing funding from the Provincial and Federal Governments, and continue to develop best practices in infrastructure management to ensure capital spending provides the best possible return on investment.

Respectfully submitted,

Glen B. Davies
City Manager

Introduction

The Need for Infrastructure Investment

Infrastructure provided by local government supports virtually every aspect of modern life. Brushing one's teeth, getting to work or a medical appointment by bus or car, enjoying a walk in the park or attending a Rider game, learning to swim in the middle of winter, and depending on a response in an emergency – none of these would be possible without investment in infrastructure that has been made over the years.

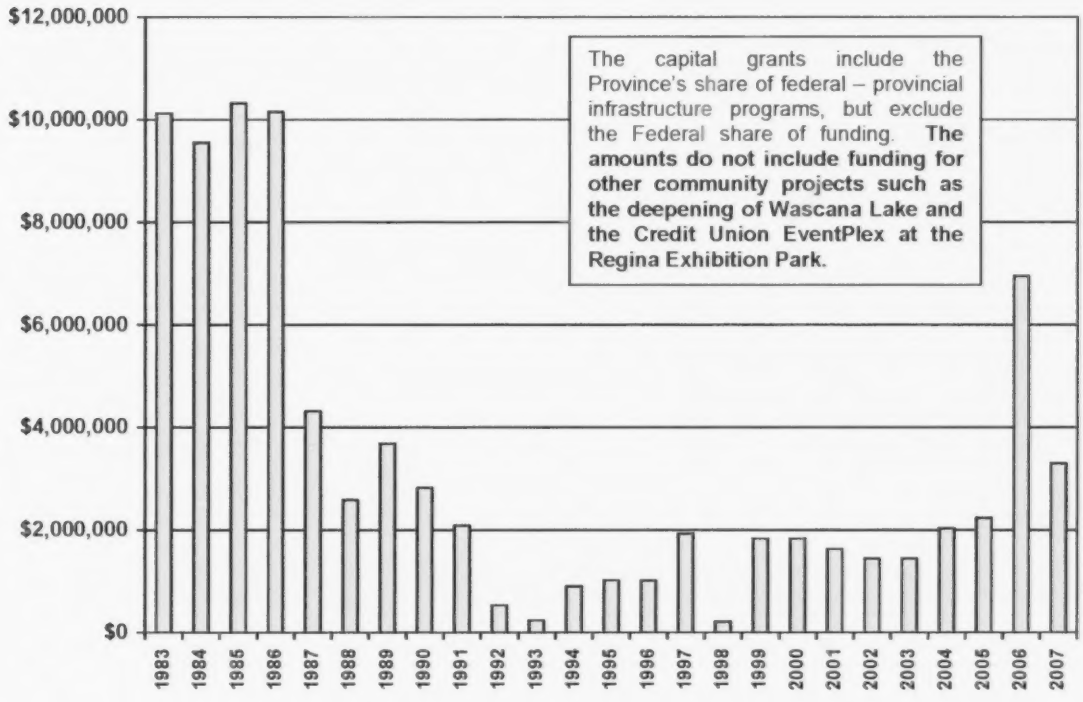
The need for infrastructure investment in western Canada arises in primarily three ways: replacement of existing infrastructure, increasing standards, and new infrastructure to support growth.

Existing Infrastructure

Much of the municipal infrastructure in Western Canada was constructed in the period between 1950 and 1970 and has served us well, in fact, so well that it has often been taken for granted. We have really only just begun the first round of replacement. There is a constant struggle to provide funds for maintaining and replacing existing infrastructure for a number of reasons:

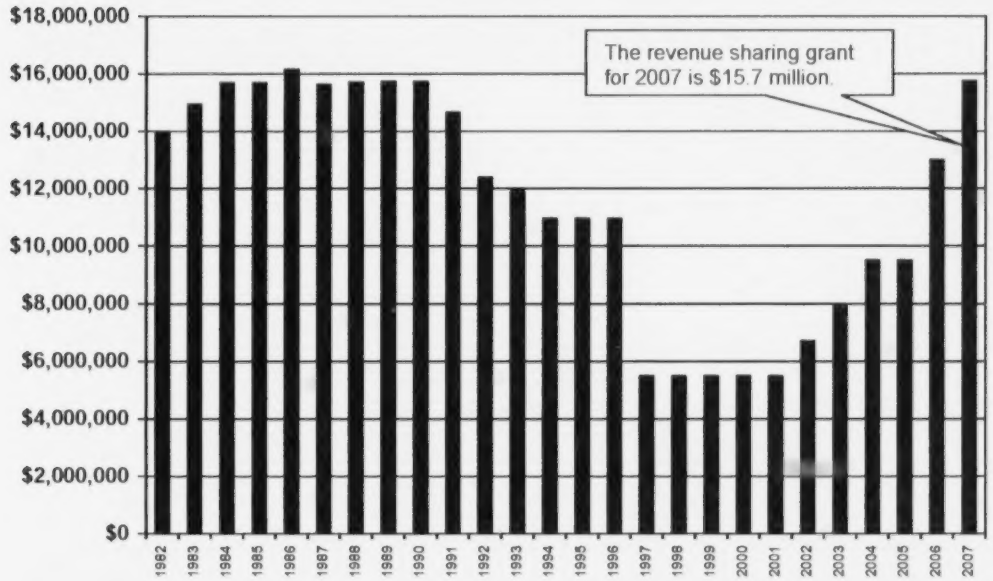
- During the 1970's and 1980's federal and provincial grant programs provided significant amounts for the construction and renewal of the infrastructure. However, when those governments ran into financial difficulties during the 1980's and early 1990's, there were cuts to funding. The following graph shows the decrease in funding over the past 25 years:

Provincial Capital Grants



- Within a few years of the decline in senior government capital grants, provincial operating grants were also decreased, and are only now starting to approach the levels of the 1980's, as shown below:

Regina's Revenue Sharing Grant



- The reduction in provincial operating grants placed tremendous pressure on the operating budget and most municipalities took the approach of what was intended to be short term reductions in capital spending in order to balance their budgets as required by legislation. This proved to be a long-term trend, and as a result, expenditures for maintaining and replacing existing infrastructure fell short of the required amounts.

- The high interest rates of the 1980's precluded the use of debt as an effective tool to finance public infrastructure and most municipal governments adopted a pay-as-you go basis for capital financing.

- Traditional municipal accounting evolved when municipalities had simpler responsibilities, and were based on cash inflows for the year matching cash outflows. Expenditures on capital items were expensed in the year they were acquired and unlike other businesses, there was no recognition of depreciation expense, or the cost of the use of the infrastructure in the municipality's financial results on an annual basis. The Public Sector Accounting Board has recently adopted guidelines that will require capitalization of fixed assets by 2009, however, right up until the present, operating results reported by municipalities do not include any amount for the use of capital assets during the year. The result is that Regina, like most cities presented balanced budgets and positive operating results over the past two decades, while acquiring a significant infrastructure deficit.

In October 2003, the Canada West Foundation released a report titled **"A Capital Question, Infrastructure in Western Canada's Big Six"**. Excerpts from the report are noted below.

> **Urban infrastructure in Canada has become a serious issue. Annual infrastructure deficits add to an accumulated infrastructure debt**, which is the backlog of needed maintenance, rehabilitation, and replacement of existing infrastructure assets and unfunded capital projects that are deemed necessary to accommodate growth in the cities.

For most western cities, the largest portion of the infrastructure deficit resides in transportation – roads, traffic control, bridges, interchanges, and public transit. The next largest areas of unfunded infrastructure needs are community buildings, facilities and public works, followed by parks and recreation and community services infrastructure.

The potential long-term costs of failing to address the infrastructure issue are numerous, and include higher government operating costs, negative impacts on the environment, and threats to public health and safety. **If governments continue to defer critical maintenance and rehabilitation of ageing infrastructure, the costs down the road will be much higher** – infrastructure will need to be replaced rather than repaired.

There is no "right" way to estimate or measure an infrastructure deficit or debt. Whether estimates are retrospective or anticipative, whether they emerge from surveys, engineering needs assessments or notions of optimal investment, each method has its own strengths and weaknesses. With that said, all estimates do share one similarity – the numbers are invariably large.

Increasing Standards

The infrastructure challenge extends beyond the physical preservation of roads, facilities, parks or other forms of infrastructure. There is also a functional challenge. Infrastructure developed in the past was developed based on the standards and needs of the day. Over time, the needs and interests of the community have changed. Regulatory requirements, human rights legislation, and public standards all result in additional costs for municipalities in providing infrastructure.

Growth

For many years, Regina had a relatively slow rate of population growth and housing starts. The 2006 Census showed growth of .6%. While Regina's growth rate has not approached those of Alberta cities like Calgary, Edmonton and Red Deer, Regina's growth, as well as high growth rates in neighbouring communities, is now approaching a threshold that will require a significant infrastructure investment – particularly if it is to maintain quality of life aspects such as ease of transportation.

Interestingly, Regina's housing growth appears to be driven as much by demographics and changes in household size as opposed to population growth. Approximately 500 new housing starts per year are related to changes in household demographics and the trend to smaller households. What this means is that a significant portion of the costs of new infrastructure to support development must be born in large part by existing taxpayers as opposed to new residents.

A recent review of the infrastructure required to support Regina's growth to a population of 235,000 revealed potential costs for new infrastructure in the range of $350 million over the next 20 years. Some of that cost is specifically related to new development; however, some of it relates to providing a higher standard of service that is now necessary because the last development in a neighbourhood has been filled in. For example, traffic counts indicate an interchange is required at the intersection of 9th Avenue North and Pasqua Street. The interchange would serve most of the commercial and residential development that has occurred in the northwest over the last ten years.

Needs arising from growth include the widening of roads to accommodate traffic volumes, and the installation of turning lanes or traffic lights in a few key areas of the City such as the northwest where traffic congestion is starting to become an issue.

What is the Total Requirement?

During 2006, the City of Regina and City of Saskatoon prepared information on the respective cities' unfunded capital requirements for the next ten years for presentation to the Provincial Government. Each city had general capital needs of about $500 million dollars in excess of their current funding sources over the next ten years, or an average of about $50 million per year.

Determining the level of infrastructure needs is difficult. There will be differences of opinion on the standard to which existing infrastructure should be maintained and the capital requirements of a growing community. The specific number used for the infrastructure deficit is subject to debate. Regardless of the number used, there is a substantial infrastructure deficit, and the deficit will continue to grow until capital funding is sufficient to reverse the trend.

Funding Capital Requirements

Over the past few years, there has been considerable debate and discussion about the sources of funding to remedy the infrastructure deficit. The problem is so large that there is no one solution. The benefits of adequate municipal infrastructure are shared nationally, provincially, and locally.

In 2004, the Canada West Foundation released a document titled "Addressing Infrastructure Deficits in the Western Big Six". The document included the following comments:

> "Appreciating why municipal infrastructure deficits and debt have appeared is a logical first step before developing any list of potential solutions. Approaches that fail to address the primary drivers of the problem in a meaningful way provide only short-term relief. What are needed are sustainable approaches and alternatives to resolve the matter in the long-term."

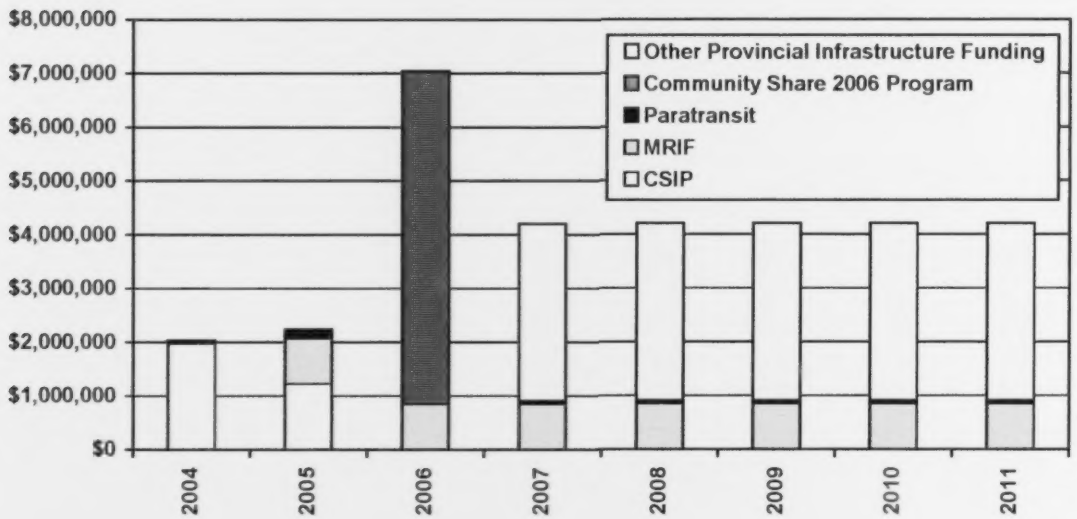
Just as the infrastructure deficit in Regina has grown because of multiple factors, addressing the problem will require action in several areas, including:

- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community;
- Sufficient funding of capital from the City's operating budget;
- Sustainable policy and development decisions that do not artificially increase the demand for infrastructure;
- Development charges that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of "pay as you go" with debt to fund projects with long-term benefits;
- Solid asset management techniques, including long-term capital planning, that maximize value of infrastructure spending.

The 2007/08 Provincial Budget announced $53.2 million in infrastructure grants for municipalities. The funding is intended to be matched with the recently announced Federal 'Building Canada Fund'. Before funds can flow from these programs, there is a requirement for the Federal and Provincial Governments to negotiate agreements outlining the criteria and basis for allocation. It appears that additional infrastructure funds will be available for municipalities, but the amount available to Regina for 2007 will likely not be determined until later in 2007. The 2007 – 2011 General Capital Program has been developed assuming a relatively conservative level of $3.3 million per year, in addition to the $850,000 Municipal Rural Infrastructure Fund amounts that have been received since 2005.

The following graph provides information on the Provincial capital grants since 2004, with projections to 2011 based on the estimates noted above. The grants do not include the contribution from the Provincial Government to community projects. The Province provided funding for two major community projects - $5 million in 2004 for the Wascana Lake Deepening project in Wascana Park, and $4 million in 2005 for the Credit Union EventPlex at Regina Exhibition Park. The projects were part of the Canada Strategic Infrastructure Fund and costs were shared with the City and the Federal Government. The projects are of significant benefit to the community; however, they were not related to reducing the City's infrastructure deficit and are not City facilities.

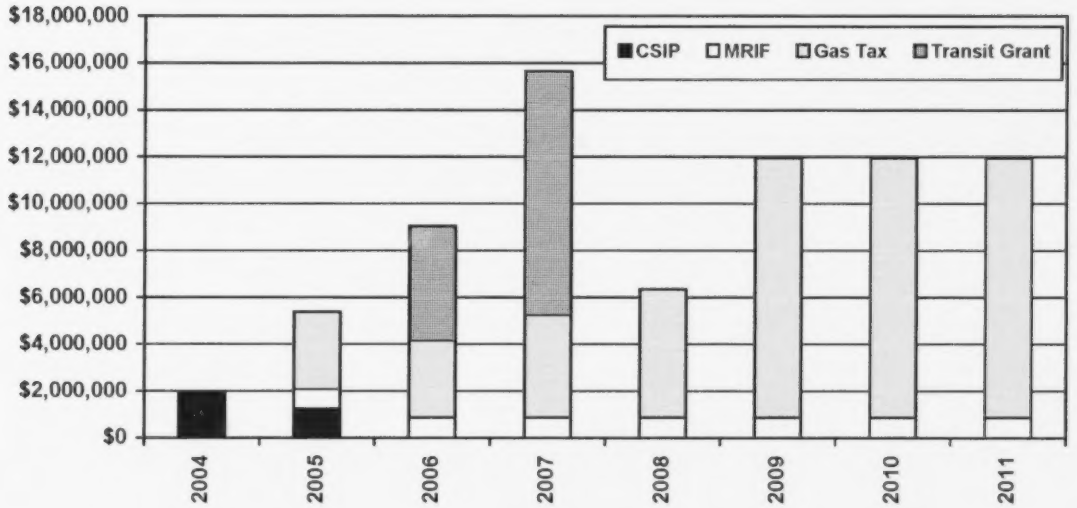
Provincial Capital Grants



Additional, ongoing provincial funding is essential in addressing Regina's infrastructure deficit. In Calgary and Edmonton, each city receives 5¢ per litre of the fuel tax generated in the two cities. For 2007, Edmonton expects to receive about $90 million in capital grants (excluding infrastructure grants) and Calgary about $91 million. For both cities, the vast majority of the funding is from fuel tax. In Ontario, the Province provides municipalities 2¢ per litre.

The 2007 – 2011 General Capital Program reflects a substantial increase in funding from the Federal Government due to the gas tax funding, which was extended to 2013 at existing levels with the recently announced Federal Budget. The following graph provides information on the Federal grants since 2004, with projections to 2011. **The grants do not include the contribution from the Federal Government to community projects such as the deepening of Wascana Lake and the Credit Union EventPlex at Regina Exhibition Park.** The projected grants include the $10.4 million provided through the Federal Public Transit Trust.

Federal Capital Grants



While the additional funding received from the Federal and Provincial Governments is significant, the City must consider whether it is providing sufficient funding for capital requirements. The next graph shows the percentage of the General Operating Budget directed to capital funding since 1998, excluding the transfers from the Water and Sewer Utility linked to the CSIP and MRIF funding received by the utility. The graph shows both the percentage of the General Operating Budget available to fund the capital program and the percentage of the budget for debt costs.

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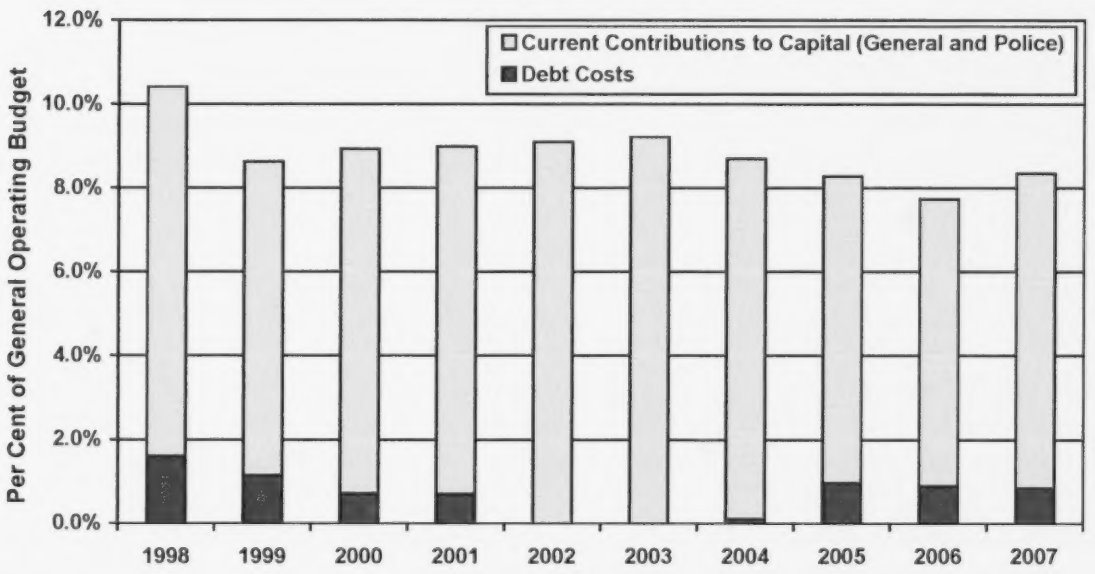
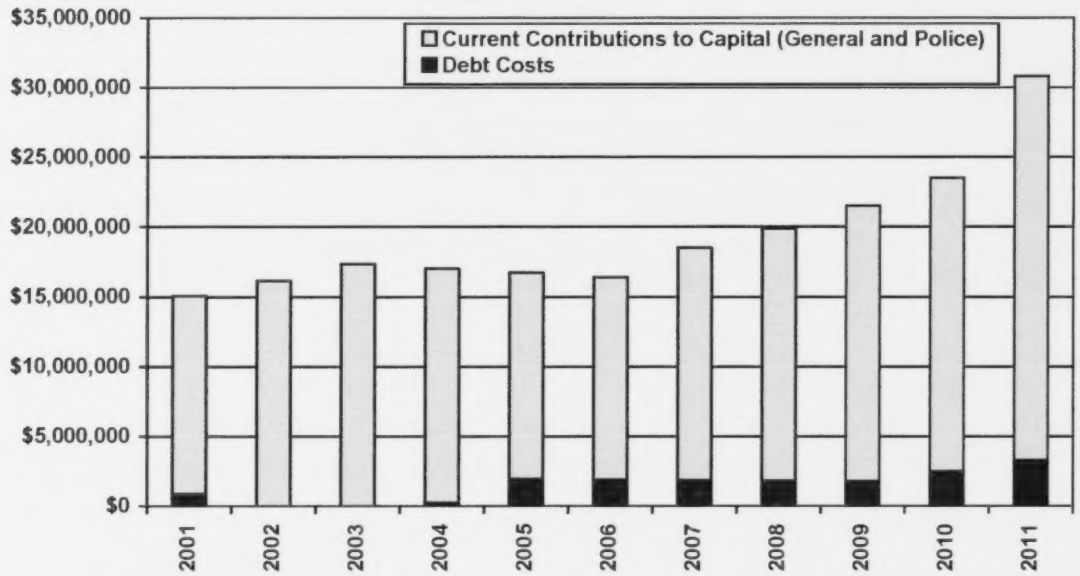


The portion of the General Operating Budget directed towards funding of capital (current contributions to capital and debt costs) had a downward trend for the past few years, but for 2007, that trend has been reversed. For 2006, capital funding was about 7.8% of the total operating budget, and **for 2007, the percentage will increase to about 8.4%.**

The 2007 – 2011 General Capital Program is based on future increases in the City's current contribution to capital starting in 2007. Capital funding since 2000 and the capital funding plan for 2007 – 2011 is shown in the following graph.

Capital Funding



The capital funding plan provides for an increase in current contributions of $2.7 million for 2007, and an annual increase of $1.5 million per year starting in 2008. The current contributions to capital for Police are relatively stable at an average of $915,000 over the next four years, but there is approximately $8 million required to rehabilitate the Municipal Justice Building in 2011. City Council and the Board of Police Commissioners will have to develop a plan to meet that requirement over the next few years.

The 2007 – 2011 General Capital Program proposes $10 million in new debt financing over 2009 and 2010. The use of debt is a trade off between of funding now and in the future. The City will have a requirement for a very significant debt issue in the Utility budget within the next five years to finance the expansion of the wastewater treatment plant.

Should City Council choose to proceed with debt financing as outlined in 2009 and 2010, increased debt servicing costs will be reflected in 2010 and 2011. The projections shown above are based on a 6% interest rate.

The 2007 – 2011 General Capital Budget proposes a total of about $20 million in external funding for projects that qualify for development charge funding. However, based on the current capital program, inflows from development charges are expected to total only $14.7 million over the five years. **The development charge rates are not sufficient to fund qualifying projects; and there is also a timing difference in that roadways projects are typically constructed in advance of receipt of development charge payments. A rate increase of 17% was implemented January 1, 2007, reflecting the rapid**

increases in construction costs. However, a rate increase beyond an inflationary one is required to cover the scope of development projects that are required. A full review of development costs and charge rates is underway.

Work is progressing in the area of roadway asset management, directed at developing and implementing the most cost efficient maintenance strategies on the right roads at the right times. This is one of many examples underway where best practices in asset management techniques can help to ensure the investment in infrastructure reaches its full potential.

The 2007 – 2011 General Capital Program demonstrates progress in addressing the priority needs of the community. It does not include all requirements to maintain existing infrastructure and meet the community's long-term needs, but it is reasonable based on the fiscal constraint faced by the City. It is essential that the City increase capital funding in future years as provided for in the capital program, continue to seek additional ongoing funding from the Provincial and Federal Governments, and continue to develop best practices in infrastructure management to ensure capital spending provides the best possible return on investment.

General Capital Program Funding

Capital Funding Summary

Capital Funding Source ($000's)	2007	2008	2009	2010	2011	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	**15,700**	17,200	18,700	20,200	18,700	90,500
Police Capital Projects	**951**	866	1,040	804	8,842	12,503
	16,651	18,066	19,740	21,004	27,542	103,003
Debt	-	-	5,000	5,000	-	10,000
Internal Reserves and Transfers						
General Fund Reserve	**2,800**	4,150	718	1,916	1,300	10,884
Transfer From Utility - MRIF	**1,700**	1,700	1,700	1,700	1,700	8,500
Landfill Reserve	**1,230**	1,375	4,440	10,390	6,680	24,115
Golf Course Reserve	**400**	225	225	475	680	2,005
Cemetery Reserve	**20**	45	80	35	72	252
Equipment Replacement Reserve	**4,339**	4,392	4,364	4,748	3,631	21,474
Transit Equipment Reserve	**30**	-	-	-	-	30
Employee Provided Parking Reserve	**10**	600	10	-	120	740
Technology Reserve	**60**	70	170	15	-	315
Asphalt Plant Reserve	-	235	335	200	150	920
	10,589	12,792	12,042	19,479	14,333	69,235
Capital Grants						
Gas Tax Grant	**4,400**	5,500	11,100	11,100	11,100	43,200
Transit Grant	**5,125**	3,690	1,605	-	-	10,420
Paratransit Capital Grant	**55**	55	55	55	300	520
Community Share 2006 Program	**3,500**	-	-	-	-	3,500
Federal/Provincial Capital Grants	**3,300**	3,300	3,300	3,300	3,300	16,500
	16,380	12,545	16,060	14,455	14,700	74,140
External Funding						
Development Charges - Roadways	**2,945**	890	4,488	3,232	2,624	14,179
Development Charges - Parks	**465**	596	586	580	1,706	3,933
Dedicated Lands Contributions	-	25	-	-	-	25
Contributions from Developers	**215**	270	916	1,860	1,356	4,617
Other External Contributions	**1,715**	85	2,615	15	233	4,663
	5,340	1,866	8,605	5,687	5,919	27,417
Total Capital Funding	**48,960**	**45,269**	**61,447**	**65,625**	**62,494**	**283,795**

Key elements of the funding plan for the 2007 – 2011 General Capital Program include:

- An increase in current contributions to capital for 2007 of $2.7 million.
- Current contributions to capital are projected to increase each year by about $1.5 million per year starting in 2008.

- In 2006, the Province announced the **Community Share 2006 Program** which provided one-time funding of $6.2 million to Regina for capital projects. $2.7 million of the funding was allocated in 2006. The balance of $3.5 million is reflected as 2007 funding.

- **The 2007 General Capital Budget was developed on the assumption that $3.3 million in additional Federal/Provincial capital funding will be provided for 2007 and subsequent years**. The precise level of funding will not be available until the Federal/Provincial agreements resulting from the new Building Canada Fund are finalized, likely in the fall of 2007.

- The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The share for Regina is $3.3 million in 2005, $3.3 million in 2006, **$4.4 million in 2007, $5.5 million in 2008 and $11.1 million in 2009. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2009. The 2007/08 Federal Budget extended the program to 2013. Specifics such as any changes to the criteria have not yet been announced. Funding has been assumed to continue at the 2009 levels.**

- **The Municipal Rural Infrastructure Program provides funding for four years, 2005 through 2008. The 2007/2008 Budget announced the discontinuation of MRIF as a separate program. The program will apparently be rolled into the new Building Canada Fund. The projected annual funding is $1.7 million.** The funding available through this program is directed to Water and Sewer Utility capital projects, with the utility transferring an equal amount to the General Capital Program. **The General Capital Program has been developed based on similar funding continuing beyond 2008.**

- The Federal Government announced a new transit grant program in 2005, and an expansion of transit funding through the Public Transit Trust in 2006. The allocation for Regina for 2006 was $4.9 million, approximately equal to the $4.8 million budget. **The allocation for Regina from the Public Transit Trust is $10.4 million. Although it is intended to cover a three year time frame from 2007 to 2010, the funds will flow to the City early in 2007.** The program includes a requirement for the City to prepare a Transit Strategy including performance measures. The strategy will be developed according to the Federal program requirements during 2007. The funding will be allocated to a number of transit capital projects. Further detail is provided in the Transit Capital Budget section of this document

- **The 2007 – 2011 General Capital Program includes proposed debt financing of $5 million per year in 2009 and 2010.** The specific timing of debt would depend upon specific projects to be confirmed in future years. The use of debt as part of a long-term capital financing strategy will be explored as part of City Council's strategic planning process to be undertaken during 2007. The use of debt will be explored as an option to address infrastructure funding issues, and may be necessary to a greater extent in order for the City to participate in future infrastructure funding programs should they be offered by the Federal and/or Provincial Governments. The use of debt may also be considered by City Council for funding infrastructure related to growth depending on the rate and phasing of new developments in the City.

- In 2011, there is a significant capital requirement relating to the Municipal Justice Building used by Regina Police Services. Without other funding sources, the requirement for these funds would reduce the City's capital funding available for other purposes. Over the next four years, a plan for financing this project will be developed between the Regina Police Services and the City of Regina.

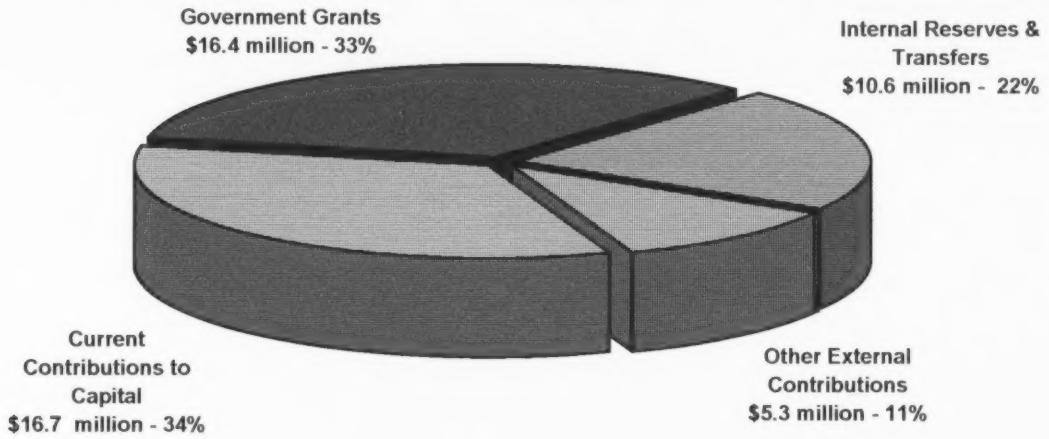
- The funding plan incorporates the use of internal reserves such as the Equipment Replacement Reserve, Asphalt Plant Reserve, Golf Course Reserve and Cemetery Reserve. There is also funding required from the **General Fund Reserve.** Capital funding from the General Fund Reserve in the 2007 – 2011 General Capital Program includes:

  - $100,000 in 2007 for an Industrial Sector Concept Planning Study.

- $2 million in 2007 for the initial phase of an industrial land development project in Ross Industrial Park, with additional expenditures totalling $3.4 million over the next five years.
- $50,000 in 2007 for the initiation of the North Argyle Park Land Development, with an additional $1,650,000 over the next five years.
- $1,116,000 in 2010 for the construction of an extension to Ross Avenue.
- $500,000 in each of 2007 and 2008 to fund a portion of the City's contribution to the Urban Development Agreement as previously approved by City Council. The City's contribution is $2.5 million over five years starting in 2006, with $1.3 million of that amount funded through transfers from the General Fund Reserve. Of that, $300,000 was funded in 2006.
- $100,000 in each of 2007 and 2008 for the City's contribution to the Globe Theatre renovations, as previously approved by City Council.
- $50,000 in each of 2007 and, 2008 as the City's share of the cost of the new turf at the University of Regina, as previously approved by City Council.

The following chart shows the distribution of funding for 2007.

Sources of Capital Funding – 2007



General Capital Funding

For the 2007 General Capital Budget the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners**. **The projected requirement for 2007 is $951,000.** The required contributions are **a decrease of $553,000** as compared to the current contributions of $1,504,000 in 2006.
- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2007 for the general portion of the General Capital Program are $15.7 million,** excluding the transfer from the Water and Sewer Utility related to MRIF funding, an increase of $2.7 million from 2006.

In the long-term, an increase in capital funding from local sources is required if the City is to sustain current assets, or fund the development of assets required to support the growth of the city. The City of Regina, similar to other cities, is faced with a significant infrastructure debt.

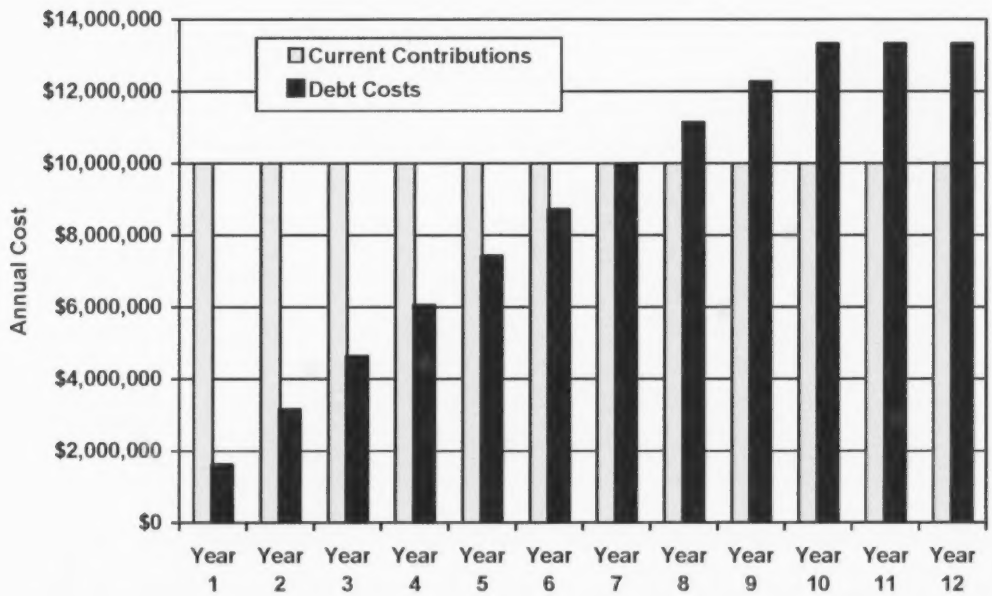
It is difficult to increase capital funding from the General Operating Budget quickly. It is important to develop a funding plan that provides for incremental increases over an extended period of time. **The 2007 – 2011 General Capital Program is based on an annual increase in general capital funding (excluding the Police portion) of $1.5 million per year starting in 2007.**

Debt Financing

In 1983, City Council adopted a "pay as you go" funding policy for the General Capital Program. In 2001, City Council amended the "pay as you go" policy to use debt financing for "significant non-recurring" general capital projects. **There is a total of $10 million in new debt funding proposed in the 2007 – 2011 General Capital Program, although it is anticipated that City Council will review options in regard to debt financing for addressing the infrastructure deficit and potential participation in new federal and/or provincial infrastructure programs during 2007 and may amend the plan in the future.**

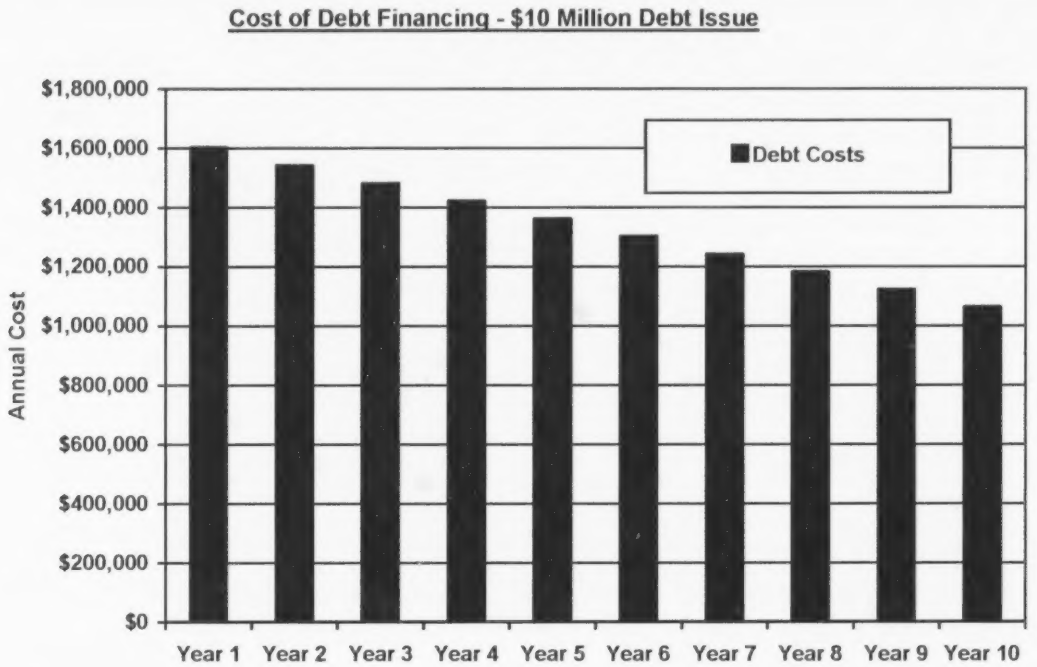
The following graph compares the annual cost of the $10.0 million per year in debt as compared to providing $10.0 million annually through current contributions. The debt costs are based on a ten-year term, and an interest rate of about 6%, with the debt issued January 1 each year.

Comparison of Current Contributions and Debt - $10 Million Annual Funding



While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years. The use of debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

The following chart shows the cost of a one-time $10 million debt issue, at a rate of 6% over ten years, with the borrowing on January 1. The total cost over the ten years is $13.3 million.



Capital Grants

The 2007 – 2011 General Capital Program was developed based on the following funding from the Province and Federal Government:

- The Federal Government has implemented a program to share a portion of the **Federal Gas Tax** with municipalities. The estimated funding available to the City of Regina was $3.3 million in 2006, $4.4 million in 2007, $5.5 million in 2008 and $11.1 million in 2009. The program was extended to 2013 in the 2007 – 2008 Federal Budget, with funding at the same level as in 2009.

- The Federal Government announced a new **transit grant program** in 2005. During 2006, program details were finalized, providing Regina with an allocation of $4.9 million for 2006, and $10.4 million for the three year period beginning in 2007.

- **For 2008 through 2010, there is a $55,000 per year projected to be received from the Transit for the Disabled (Paratransit) Capital Grant program.**

The **Municipal Rural Infrastructure Program** (MRIF) provides funding for four years, 2005 through 2008. The projected annual funding is $1.7 million. Of the total funding, one-half is from the Province and the other half is from the Federal Government. MRIF funding is directed to Water and Sewer Utility projects. As such, the General Capital Program funding reflects a transfer from the utility in an amount equal to the MRIF funding to be received by the utility. The 2007/08 Federal Budget provides for various infrastructure programs, including MRIF to be rolled into the Building Canada Fund. The details of the criteria and amounts are yet to be determined; however, additional funding was added. The 2007 – 2011 budget assumes that the MRIF funding will continue at an equivalent level throughout 2011.

Internal Reserves

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus, the net revenue of the Real Estate operations (primarily revenue from the sale of land), and unexpended capital funds that are returned to the reserve. The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	19,216	16,726	12,956	12,618	10,952
Projected Contributions - Land Sales	400	400	400	400	400
Projected Requirements:					
Government House Funding	(20)	(20)	(20)	-	-
Country Music Awards Funding	(70)	-	-	-	-
Civic Election in 2009	-	-		(150)	-
Capital Program - Land Development	(2,150)	(3,500)	(718)	(1,916)	(1,300)
Funding Required for Capital Program:					
- University of Regina Artificial Turf	(50)	(50)	-	-	-
- Globe Theatre Renovations	(100)	(100)	-	-	-
- Urban Development Agreement	(500)	(500)	-	-	-
Reserve Balance - End of Year	16,726	12,956	12,618	10,952	10,052

Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements. In 2008 and 2009, in total, funding of $5.5 million from Gas Tax Grants is used to fund landfill projects. An offsetting amount is used to fund Street Infrastructure Renewal projects.

Landfill Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	10,604	12,784	15,009	14,169	7,379
Contributions to the Reserve	3,410	3,600	3,600	3,600	3,600
Funding Required for Capital Program	(1,230)	(1,375)	(4,440)	(10,390)	(6,680)
Reserve Balance - End of Year	12,784	15,009	14,169	7,379	4,299

Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

Golf Course Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	503	732	769	814	617
Contributions to the Reserve	629	262	270	278	286
Funding Required for Capital Program	(400)	(225)	(225)	(475)	(680)
Reserve Balance - End of Year	732	769	814	617	223

Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The Cemetery Management Strategy, approved by Council in 1996, and the Cemetery Financial Plan serve as the primary planning tools in managing the cemeteries operation. The Cemetery Management Strategy, now being ten years old, will be updated in 2007. The condition of the Cemeteries Program and current developments in the industry will be reviewed and a revised strategy prepared. The following table provides a projection for the reserve for the next five years.

Cemetery Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	274	101	56	(24)	(59)
Contributions to the Reserve	(153)	-	-	-	-
Funding Required for Capital Program	(20)	(45)	(80)	(35)	(72)
Reserve Balance - End of Year	101	56	(24)	(59)	(131)

Equipment Replacement Reserve

The Equipment Replacement Reserve is used to fund the replacement of vehicles and equipment, excluding the vehicles and equipment used by the Transit, Fire and Police Departments. The reserve is used to fund the replacement of existing equipment, not expand the equipment fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the depreciation charge on the existing fleet of vehicles and equipment.

Equipment Replacement Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	234	207	367	693	770
Contributions - Equipment Depreciation	4,312	4,552	4,690	4,825	4,981
Funding Required for Capital Program	(4,339)	(4,392)	(4,364)	(4,748)	(3,631)
Reserve Balance - End of Year	207	367	693	770	2,120

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is $5.00 per tonne. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

Asphalt Plant Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	773	988	968	698	713
Contributions to the Reserve	215	215	215	215	215
Funding Required for Capital Program	-	(235)	(485)	(200)	(150)
Reserve Balance - End of Year	988	968	698	713	778

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities. The facilities include the parkade at City Hall and parking lots at other civic facilities.

Employer Provided Parking Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	431	501	33	155	287
Contributions to the Reserve	80	132	132	132	132
Funding Required for Capital Program	(10)	(600)	(10)	-	(120)
Reserve Balance - End of Year	501	33	155	287	299

Technology Reserve

The Technology Reserve is funded from the net revenue generated from the print and office services (computer leasing) programs. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print and office services operations, and if required, to offset a shortfall in the operation of the services.

Technology Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	367	342	307	172	192
Contributions to the Reserve	35	35	35	35	35
Funding Required for Capital Program	(60)	(70)	(170)	(15)	-
Reserve Balance - End of Year	342	307	172	192	227

Transit Equipment Reserve

The Transit Equipment Reserve funds the replacement of transit vehicles and equipment, other than transit and paratransit buses. On an annual basis, $22,000 is transferred to the reserve.

Transit Equipment Reserve ($000's)

	2007	2008	2009	2010	2011
Reserve Balance - Start of Year	155	147	169	191	213
Contributions to the Reserve	22	22	22	22	-
Funding Required for Capital Program	(30)	-	-	-	-
Reserve Balance - End of Year	147	169	191	213	213

External Capital Funding

Development Charges

Development charges are collected when a development agreement is entered into between the City and a developer. The agreements require a payment to the City of a predetermined amount per hectare of land within the development area. The funds are intended to be used towards the construction of infrastructure to support new development. Funds are not managed on a specific project by project basis because infrastructure demands related to new development do not necessarily occur only within the particular development. For example, each new development places some burden on wastewater treatment facilities and major arterials.

City policy determines the types of projects eligible for development charge funding and the percentage of eligible project costs.

In the case of roadways, water, and sewer costs for development, the City generally incurs the costs prior to the full development or an area. In other words, the costs are front ended. Parks and recreation infrastructure costs are generally incurred later in the process.

In 2006, a review of development charges including costs related to infrastructure to support new development was carried out. This review indicated that Regina's development charges, particularly for roadways and utilities, are not adequate to fund the costs of development. The rates have not kept pace with increases in the construction market, and do not reflect the extent of infrastructure that is necessary to support development in all areas of the City where new development is planned.

Furthermore, even if development charges were to be increased significantly, new development will place significant demands on the tax base to fund the non-developer portion of costs related to new development.

Effective January 1, 2007, development charges were increased by 17% to represent an inflationary factor. The increase does not represent the growing cost of the nature and type of infrastructure demanded by new development, such as interchanges and major new roads. Policies regarding development charges can play a significant role in shaping the City's development and in stimulating or encouraging growth. Proper management of this aspect of the City's finances and growth demands thorough review. To that end, a specialist firm with extensive experience in determining development charge rates and policies across Canada has been engaged to provide advice that will be brought to City Council for consideration in mid 2007.

The 2007 – 2011 General Capital Budget has been developed recognizing the constraints in the existing development charge structure and in the limited funding available from the tax base to support new development.

Very recent communications from the development community indicate that their plans for development propose earlier timing and phasing of construction than anticipated in this capital budget. In considering the Development Charges policy and rates and approvals of new development, City Council will have to consider various funding arrangements, such as negotiation of alternative cost sharing and developer front-ending.

Since water and sewer infrastructure represents a significant portion of development cost, this issue also affects the Water and Sewer Utility.

Roadways Development Charges

Roadways Development Charges are collected when a development agreement is entered into between the City and a developer. The agreements require a payment to the City of $45,959 per hectare of land within the development area. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Projects eligible to be funded through Roadways Development Charges, as per City policy, include:

- 75% of the cost for major-arterial roadways in new subdivisions.
- 50% of the cost for major-arterial roadways in developed areas.
- 50% of the additional cost differential over a 14.8 meter collector roadway (bus route standard) for minor-arterial roadways in new subdivisions.
- 25% of the cost for additional lanes of traffic for minor-arterial roadways in developed areas.

Development charge revenue is recognized when the funds are spent on an eligible project. However, in many instances, capital projects eligible for development charge funding have been undertaken ahead of the funds being received from developers. As such, there is a shortfall in development charge funding. The projection for Roadways Development Charges is detailed in the following table. The funding projections have been based on the development of 25 hectares in 2007 and 45 hectares per year from 2008 to 2011.

Roadways Development Charges ($000's)

	2007	2008	2009	2010	2011
Balance - Start of Year	(2,768)	(3,428)	(2,146)	(4,353)	(5,191)
Projected Development Charges Received	2,285	2,172	2,281	2,395	2,515
Total Available	(483)	(1,256)	135	(1,958)	(2,676)
Funding Required:					
Pasqua St. Corridor Improvements	50	-	-	-	-
Courtney St. - East Side Dalgleish Dr. to Mapleford Gate	1,425	-	-	-	-
Intersection - Quance St. and University Park Dr.	100	-	-	-	-
Intersection - Victoria Ave. and Windsor Park Rd.	125	-	-	-	-
Pasqua St. - Junor Dr.	375	-	-	-	-
Pasqua St. - Big Bear Blvd.	270	-	-	-	-
Diefenbaker - McCarthy Blvd. to Pasqua St.	75	-	-	-	-
Victoria Ave. Widening from Fleet St. to City Limits	300	-	1,950	-	-
Courtney St. - Sherwood Dr. to 1st Ave. East Side	225	-	2,025	-	-
Diefenbaker - McCarthy Blvd. to CNR	-	562	-	-	562
Arcola Ave.	-	50	-	-	-
Parliament Ave. and Queen St. Extensions	-	50	-	450	-
Parliament Avenue Extension West of Lewvan Dr.	-	40	-	400	-
Intersection - Parliament Ave. and Lewvan Dr.	-	38	-	338	-
Prince of Wales Dr. Extension S. to Wascana Pkwy.	-	150	-	413	-
Long Term Property Purchase	-	-	375	-	-
Argyle St. N. - Sangster Blvd. to Rochdale Blvd.	-	-	22	220	-
Ross Avenue (City is Developer)	-	-	56	372	-
Fleet St.	-	-	60	715	-
Intersection - Saskatchewan Dr. and Albert St.	-	-	-	250	-
Prince of Wales Dr. E. Side Eastgate to Dewdney Ave.	-	-	-	75	675
N.E. Development Arterials-widening McDonald (City)	-	-	-	-	100
Intersection - Gordon Rd. and Lewvan Dr.	-	-	-	-	375
Gordon Rd. Extension West of Lewvan Dr.	-	-	-	-	412
Pasqua St. and Ring Rd. Interchange	-	-	-	-	500
Total Required	2,945	890	4,488	3,233	2,624
Balance - End of Year	(3,428)	(2,146)	(4,353)	(5,191)	(5,300)

Parks and Recreation Development Charges

Parks and Recreation Development Charges are collected when a development agreement is entered into between the City and a developer. In 2007, the agreements require a payment to the City of $14,859 per hectare of land within the development area. Within one year of the execution of a servicing agreement, 50% of the levy is paid, with the balance within a further year.

The determination of projects eligible for funding from Parks and Recreation Development Charges is established in *The Planning and Development Act, 1983*. The guidelines adopted by the City include:

- 50% of the cost of zone level parks and facilities. Projects in the zone level category service an area larger than a single subdivision, generally encompassing several subdivisions. Zone level developments are required as a result of growth and new program concepts.

- 100% of the cost of neighbourhood level parks and facilities. Development of neighbourhood level parks is primarily the responsibility of the developer and is generally included in the development of the subdivision. Due to additional development and subsequent population growth, new park components or facilities may be required.

- 10% of the cost of municipal level parks and facilities. Municipal level parks and facilities serve the city as a whole. The timing of these projects generally results from development and subsequent population growth in new subdivisions.

- 100% of the cost of residential street tree plantings.

- 75% of the costs of tree plantings on major arterials serving new subdivisions.

Development charges are deferred revenue, with the revenue not recognized until the funds are spent on an eligible project. The projections for Parks and Recreation Development Charges are detailed in the next table. The funding projections have been based on the development of an average of 25 hectares per year.

Parks and Recreation Development Charges ($000's)

	2007	2008	2009	2010	2011
Balance - Start of Year	3,264	3,170	3,243	3,325	3,414
Projected Development Charges Received	371	669	668	669	669
Total Available	3,635	3,839	3,911	3,994	4,083
Funding Required:					
Lawson Aquatic Centre	-	-	-	20	-
Multi-Purpose Pathway	111	235	285	149	240
Tree Plantings - New Subdivisions	25	25	25	25	25
Tree Plantings - Major Arterials	249	128	135	156	141
Tree Planting - Replacement and Watering	80	80	80	80	80
Outdoor Play Amenities	-	50	55	105	105
Prince of Wales	-	70	-	-	-
Rawlinson Crescent Park	-	-	-	-	1,100
A.E. Wilson Park	-	8	6	15	15
Douglas Park Storage Facility	-	-	-	30	-
Total Required	465	596	586	580	1,706
Balance - End of Year	3,170	3,243	3,325	3,414	2,377

Payments in Lieu of Land Dedication

Pursuant to Section 206 of *The Planning and Development Act, 1983*, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves. There is about $207,000 in deferred revenue at the end of 2006.

Payments in Lieu of Parking

Payments in lieu of parking are received pursuant to Section 75 of *The Planning and Development Act, 1983*. Funds received are held as deferred revenue until spent on eligible expenditures as defined in legislation. As of the end of 2005, there is no deferred revenue for Payments in Lieu of Parking.

Other External Capital Funding Sources

External contributions assumed in the 2007 – 2011 General Capital Program include the following:

- $120,000 in 2007 for pathways in Wascana Centre. The funding results from a partnership between the City of Regina, Wascana Centre Authority and Saskatchewan Property Management.

- $15,000 in each of 2007, 2008 and 2009 of the General Capital Program for program furnishings and equipment. The funding results from the agreement for the supply of beverages to the facilities.
- $400,000 in 2007 and $2,600,000 from Saskatchewan Highways for Victoria Avenue Widening from Fleet Street to the City Limits. This represents 50% of the total cost of the project. The balance of the funding is provided through current contributions to capital.

- $150,000 in 2007 from Saskatchewan Government Insurance. $50,000 for 50% of the cost of two Variable Message Boards at the Wascana Parkway Interchange and $100,000 is for 50% of the cost from the Intersection Safety Program.

- $400,000 in 2007 and $70,000 in 2008 from SaskPower Corporation for the Downtown Street Luminaire Replacement Program.

- $30,000 in 2007 from Regina Downtown for the Downtown Street Luminaire Replacement Program.

- $208,000 in 2011 from Provincial grants and various tourist attractions for Tourist Signing. The total cost of this project is $400,000. The remaining funding will be from current contributions to capital.

General Capital Program Expenditures

Capital Expenditure Summary

Capital Expenditures ($000's)	2007	2008	2009	2010	2011	Five Year Total
Engineering and Works Department						
Transportation	**20,508**	17,514	31,163	30,113	26,198	125,496
Waste Management	**1,830**	2,105	6,070	10,840	6,680	27,525
Other Capital Projects	**471**	568	810	641	361	2,851
	22,809	20,187	38,043	41,594	33,239	155,872
Community Services Department						
Recreation and Community Facilities	**652**	645	825	1,430	1,371	4,923
Outdoor Athletic Surfaces & Facilities	**1,505**	410	1,020	1,170	1,140	5,245
Open Space	**1,325**	2,260	2,150	2,290	3,205	11,230
Streetscape	**1,437**	1,345	1,285	1,312	1,292	6,671
Golf Courses	**400**	225	225	475	680	2,005
Cemeteries	**20**	45	80	35	72	252
Other Capital Projects	**855**	854	915	700	310	3,634
	6,194	5,784	6,500	7,412	8,070	33,960
Corporate Services Department						
Fleet	**4,339**	4,392	4,364	4,748	3,631	21,474
Facilities	**5,312**	2,889	3,825	3,197	2,640	17,863
Land Development	**2,150**	3,500	550	800	1,000	8,000
Information Technology	**1,350**	1,770	2,170	2,000	2,000	9,290
	13,151	12,551	10,909	10,745	9,271	56,627
Transit Department	**5,210**	3,745	4,665	3,040	1,250	17,910
Fire Department	**645**	2,135	290	2,030	1,822	6,922
Police Department	**951**	866	1,040	804	8,842	12,503
Total Capital Expenditures	**48,960**	**45,268**	**61,447**	**65,625**	**62,494**	**283,794**

Engineering and Works Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Transportation						
Street Infrastructure Renewal	**11,000**	14,000	17,000	18,000	18,500	78,500
Roadways Network Improvements	**6,510**	1,660	9,910	9,790	5,710	33,580
Bridge Infrastructure Renewal	**1,300**	730	3,200	1,360	510	7,100
Traffic Control and Safety	**1,618**	829	818	758	843	4,866
Other Transportation Projects	**80**	295	235	205	635	1,450
Waste Management						
Landfill	**1,230**	1,375	4,440	10,390	6,680	24,115
Waste Collection	**600**	730	1,630	450	-	3,410
Other Capital Projects						
Asphalt Production and Field Services	**-**	235	485	200	150	1,070
Buildings and Yards	**131**	133	125	441	211	1,041
Vehicles	**340**	200	200	-	-	740
Total Expenditures	**22,809**	20,187	38,043	41,594	33,239	155,872
Capital Funding ($000's)						
Current Contributions to Capital	**5,339**	6,847	5,796	6,796	4,121	28,899
Debt	**-**	-	5,000	5,000	5,000	15,000
Utility Transfer - MRIF	**1,700**	1,700	1,700	1,700	1,700	8,500
Landfill Reserve	**1,230**	1,375	4,440	10,390	6,680	24,115
General Fund Reserve	**-**	-	168	1,116	300	1,584
Gas Tax Grant	**4,400**	5,500	11,100	11,100	11,100	43,200
Development Charges - Roadways	**2,945**	890	4,488	3,232	2,624	14,179
Asphalt Plant Reserve	**-**	235	335	200	150	920
Community Share 2006 Program	**3,000**	-	-	-	-	3,000
Provincial Capital Grants	**3,000**	3,300	1,500	200	-	8,000
Developer Contributions	**215**	270	916	1,860	1,356	4,617
Other External Contributions	**980**	70	2,600	-	208	3,858
Total Funding	**22,809**	20,187	38,043	41,594	33,239	155,872

Street Infrastructure Renewal

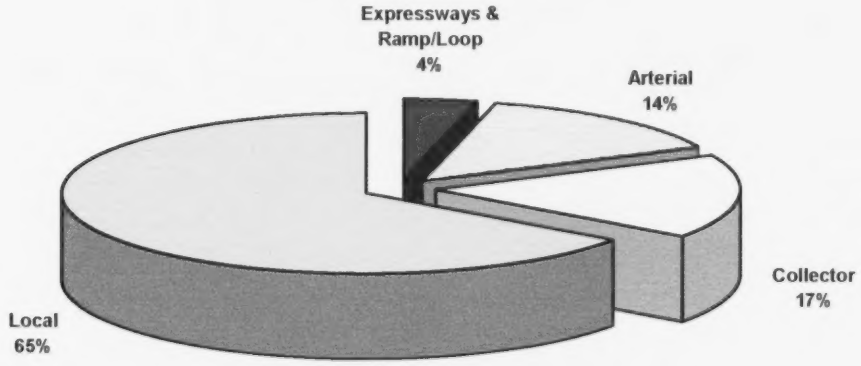
Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. **Street Infrastructure Renewal** - Asphalt recapping, upgrading of centre medians in conjunction with recapping, funding of the pavement management information system survey, funding for local improvement walk, curbs and gutter replacement, and reconstruction and recapping of roadways in conjunction with local improvement work.	**11,000**	14,000	17,000	18,000	18,500
Total Expenditures	**11,000**	14,000	17,000	18,000	18,500
Capital Funding					
Current Contributions to Capital	**900**	1,800	-	200	5,700
Transfer from Utility - MRIF	**1,700**	1,700	900	1,700	1,700
Gas Tax Grant	**3,700**	5,500	9,100	9,100	11,100
Community Share 2006 Program	**1,000**	-	-	-	-
Landfill Reserve	**700**	-	2,000	2,000	-
Provincial Capital Grants	**3,000**	5,000	-	-	-
New Debt	-	-	5,000	5,000	-
Total Funding	**11,000**	14,000	17,000	18,000	18,500

Roadways rate the highest in terms of the most important service issue and lowest in terms of satisfaction with the service. In the most recent public survey almost 79% of those surveyed were of the view that there needed to be more spending on fixing streets and roads. Transportation infrastructure includes:

- 901 kilometres of paved roads,
- 29 kilometres of gravel roadways; and,
- 1,288 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.

Road Network Classification



Rehabilitation of existing roads refers to reconstruction and various resurfacing treatments. Two types of reconstruction are used. The first type consists of completely removing the road structure and rebuilding the road from the subgrade up. The second type is a treatment called full depth reclamation where the road structure is pulverized, additives are added and the structure is re-laid. Road reconstruction is typically required in year 45 of a road life cycle.

The resurfacing treatments used include plane and pave, overlays and micro surfacing. The plane and pave treatment consists of planing off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. The overlay treatment consists of laying a new asphalt layer over existing old asphalt surface with minimal or no planning prep work. The micro surfacing treatment consists of laying a very thin layer of modified asphalt over an existing asphalt surface. The resurfacing treatments are typically applied at various stages in a road life-cycle. Micro surfacing would be used earlier in the life-cycle where the plane and pave or overlay treatments may be used at year 15 or 20 in a road life cycle.

The 45 year life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required.

The amount of road rehabilitation (reconstruction and recapping) that has been accomplished since 1993 is shown in the following table.

Road Rehabilitation (Kilometres)

	Street Reconstruction				
Year	Collectors & Arterials	Local Streets	Total	Street Resurfacing	Total Rehabilitation
1992	0.8	2.5	3.3	10.0	13.3
1993	3.3	2.3	5.6	7.7	13.3
1994	0.3	1.6	1.9	26.8	28.7
1995	0.8	1.5	2.3	8.5	10.8
1996	0.3	0.8	1.1	10.0	11.1
1997	2.7	1.3	4.0	12.2	16.2
1998	0.8	0.2	1.0	9.4	10.4
1999	1.9	1.3	3.2	16.6	19.8
2000	2.0	1.8	3.8	13.0	16.8
2001	1.2	1.4	2.6	17.0	19.6
2002	0.9	0.8	1.7	15.9	17.6
2003	0.7	-	0.7	20.3	21.0
2004	0.5	-	0.5	19.3	19.8
2005	0.4	-	0.4	24.1	24.5
2006	2.2	0.3	2.5	23.7	26.2
2007	-	-	1.3	19.1	20.4
		Annual Average	**2.2**	**15.9**	**18.1**

If the typical process for rehabilitation was followed, the rehabilitation program would require 20 km of road reconstruction and 60 km of resurfacing per year. As shown in the previous table, the average amount of road reconstruction is approximately 2.2 km per year, about one-eighth of the amount required. Road resurfacing averages 15.9 km per year, or about one-quarter of the amount required.

Recently, Engineering and Works began investigating the use of contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments which have lower unit costs, the length of roadways rehabilitated will increase.

The cost of recapping is substantially less than reconstruction. The estimated cost comparison based on work undertaken in Regina is as follows:

- For arterial streets, the cost per square meter for reconstruction is $54, compared to a cost of $22 for recapping.
- For collector streets, the cost per square meter for reconstruction is $47, compared to a cost of $18 for recapping.
- For local streets, the cost per square meter for reconstruction is $45, compared to a cost of $14 for recapping.

The cost of reconstruction is from 2.5 to 3.2 times the cost of recapping. If the capital investment for recapping does not occur at the right time, there is increased risk that reconstruction will have to occur at an earlier date than otherwise would be the case.

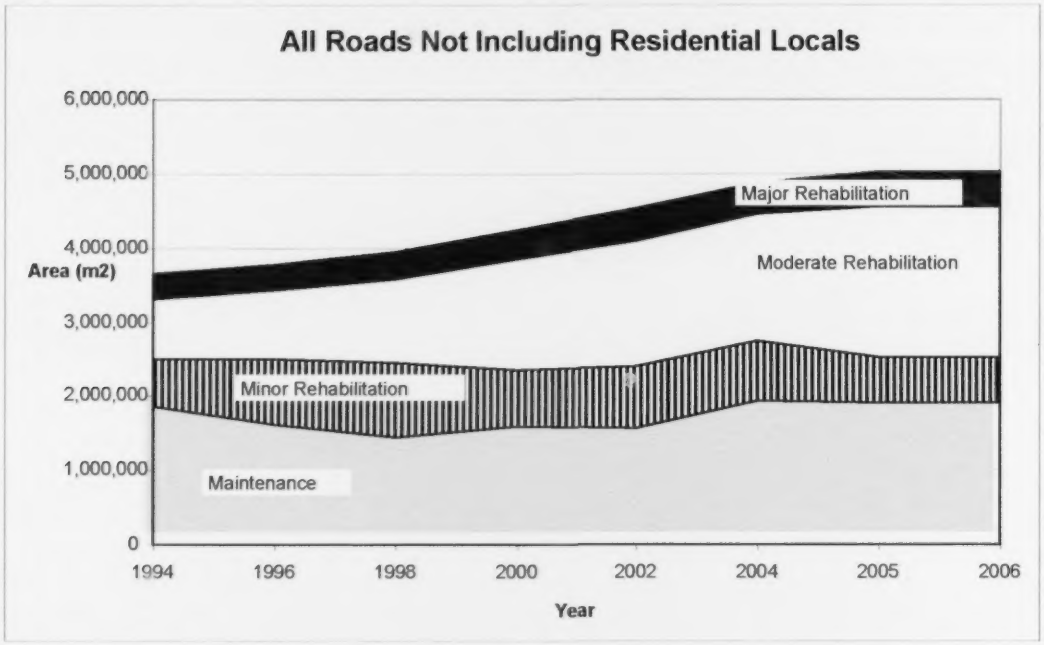
Funding for road rehabilitation is insufficient to meet current requirements, let alone address the backlog created by the shortfall in funding in prior years. In the last three years, increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. A greater length of rehabilitation work was completed during the years extra funding was available from infrastructure programs.

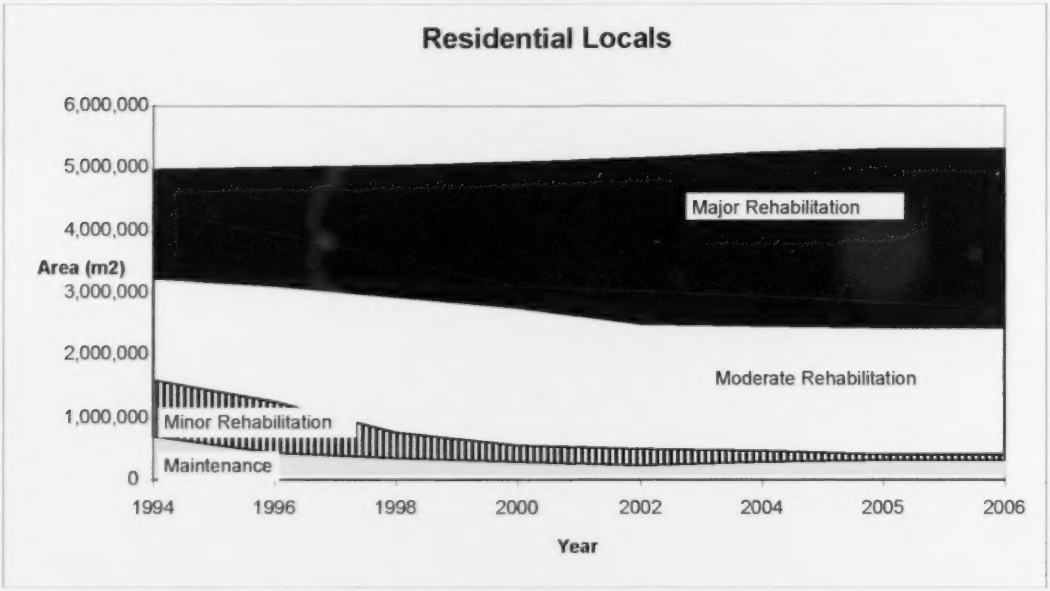
The City continues to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastrucutre renewal is currently prioritized as follows (from highest to lowest priority):

- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

The result of this strategy is reasonable attention to major roads with minimal funding for local streets. As evidenced by the following two graphs, the balance of roads, not including residential locals, needing major, moderate and minor rehabilitation has remained fairly constant in the last 12 years. With the residential locals however, the balance has shifted to a need for more major rehabilitation treatment needs. The percentage of the residential local network in the major rehabilitation category has increased from 35% to 54% while the percentage of the residential local network in the maintenance category has reduced from 13% to 7%.

Road Rehabilitation Needs





Roadway Network Improvements

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Intersection - Quance St. & University Park Dr.	**200**	-	-	-	-
2. Pasqua Street Corridor Improvements (including Pasqua St./Ring Road Interchange)	**100**	-	-	-	-
3. Intersection - Victoria Ave.E. and Windsor Park Rd.	**250**	-	-	-	-
4. Interchange - Highway No. 1 and Lewvan Dr.	**2,000**	-	-	-	-
5. Courtney St. (Dalgliesh Dr. to Mapleford Gate - East Side	**1,900**	-	-	-	-
6. Diefenbaker Dr.	**100**	-	-	-	-
7. Pasqua St./Junor Dr.	**500**	-	-	-	-
8. Pasqua St./Big Bear Blvd.	**360**	-	-	-	-
9. Victoria Ave. Widening - Fleet St. to City Limits	**800**	-	5,200	-	-
10. Courtney St. (Sherwood Dr. to 1st Ave NE Side)	**300**	-	2,700	-	-
11. Arcola Ave. (Winnipeg St. to Arcola Ave.)	-	100	-	-	-
12. Parliament Ave. & Queen St. Extension	-	200	-	1,800	-
13. Intersection construction at Rochdale Blvd. & Walmart/Sobey's	-	10	150	-	-
14. Parliament Ave. extension West of Lewvan Dr.	-	200	-	2,000	-
15. Rochdale Blvd. (East of Pasqua St. to Argyle St. N.)	-	150	850	-	-
16. Intersection improvements at Parliament Ave. & Lewvan Dr.	-	50	-	450	-
17. Prince of Wales Dr. extention S. to Wascana Pkwy.	-	200	-	550	-
18. Diefenbaker, McCarthy Blvd. to CNR	-	750	-	-	750
19. Ross Ave. North Side, Sioux St. to Fleet St.	-	-	280	1,860	-
20. Fleet St. from Cavendish St. to Ross Ave. across CPR Mainline	-	-	120	1,430	-
21. Long Term Property Purchase	-	-	500	-	-
22. Argyle Street N. (Sangster Blvd. to Rochdale Blvd.)	-	-	110	1,100	-
23. Intersection road improvements at Saskatchewan Dr. & Albert St.	-	-	-	500	-
24. Prince of Wales Dr. Eastside, Eastgate Dr. to Dewdney Ave.	-	-	-	100	900
25. Intersection Improvements - Gordon Rd & Lewvan Dr.	-	-	-	-	500
26. Gordon Rd extension West of Lewvan Dr.	-	-	-	-	2,060
27. Pasqua St. and Ring Road Interchange	-	-	-	-	1,000
28. Northwest development arterials	-	-	-	-	500
Total Expenditures	**6,510**	1,660	9,910	9,790	5,710

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Funding					
Current Contributions to Capital	**950**	500	938	2,982	1,430
Development Charges - Roadways	**2,945**	890	4,488	3,232	2,624
Community Share 2006 Program	**2,000**	-	-	-	-
Transfer from Utility MRIF	-	-	800	-	-
Provincial Capital Grants	-	-	-	600	-
Developer Contributions	**215**	270	916	1,860	1,356
General Fund Reserve	-	-	168	1,116	300
Other External Contributions	**400**	-	2,600	-	-
Total Funding	**6,510**	1,660	9,910	9,790	5,710

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by development charges. Developers fund construction of new local and collector streets. The following table provides information on new road development (in kilometres) since 1993.

New Roads (Kilometres)

Year	City Funded	Developer Funded	Total
1993	-	3.5	3.5
1994	0.6	4.9	5.5
1995	0.9	2.1	3.0
1996	0.2	2.2	2.4
1997	0.4	1.7	2.1
1998	-	2.3	2.3
1999	0.8	3.7	4.5
2000	-	2.5	2.5
2001	0.6	3.6	4.2
2002	0.3	3.8	4.1
2003	-	4.2	4.2
2004	-	4.2	4.2
2005	0.4	8.9	9.3
2006	-	5.6	5.6
Total	4.2	53.2	57.4

Projects in the 2007 – 2011 General Capital Program include:

- **Intersection – Quance Street and University Park Drive** – In 2006, $880,000 was provided to widen Quance Street at the intersection of University Park Drive to provide left turn bays to improve safety and capacity. Due to increased costs in land acquisition, utilities and construction costs, an additional $200,000 funding is required in 2007 to complete the project. **Funding for this project includes $100,000 Development Charges – Roadways.**

- **Pasqua Street Corridor Improvements (including Pasqua Street/Ring Road Interchange)** – In 2007, $100,000 is provided for a functional planning study for Pasqua Street from Sherwood Drive to Rochdale Boulevard including the intersection of Pasqua Street/Ring Road. The Northwest Sector Plan confirmed the need to construct an interchange at Pasqua Street and Ring Road and to widen Pasqua Street in order to accommodate commercial development already approved in the Northwest Sector Plan. **Funding for this project includes $50,000 Development Charges – Roadways.**

- **Intersection at Victoria Avenue East and Windsor Park Road** – In 2006, there was $1,100,000 funding provided based on consultant's estimates at that time. Due to cost increases in land acquisition, utilities and construction costs, an additional $250,000 funding is required in 2007 to complete the project. **Funding for this project includes $125,000 Development Charges – Roadways.**

- **Interchange – Highway No. 1 and Lewvan Drive** – In 2007, $2,000,000 is provided as an initial commitment of funding from the City of Regina towards the construction of the interchange which will commence in 2007. The total cost and funding of this project still needs to be resolved.

- **Courtney Street (Dalgliesh Drive to Mapleford Gate – Eastside)** – In 2007, $1,900,000 is provided to design and construct the east side of Courtney Street between Dalgliesh Drive and Mapleford Gate. The original estimate of $600,000 was for the construction between Dalgliesh Drive and Rochdale Boulevard. The addition of the section between Rochdale Boulevard and Mapleford Gate converts a rural gravel roadway to a paved roadway. This supports the development in the Northwest. The poor condition of this roadway along with the current volume of traffic is such that Engineering and Works can not maintain the roadway in an acceptable condition. **Funding for this project includes $1,425,000 Development Charges – Roadways.**

- **Diefenbaker Drive – McCarthy Boulevard to Pasqua Street** – In 2006, $3,550,000 was provided to construct this roadway to improve capacity for access to the NW Sector. Due to increased cost of land acquisition and construction costs an additional $100,000 is required in 2007 to complete the road construction. **Funding for this project includes $75,000 Development Charges – Roadways.**

- **Pasqua Street Street/Junor Drive** – In 2007, $500,000 is provided to construct the intersection at Pasqua Street and Junor Drive. This intersection is required to provide access to residential development west of Pasqua Street. **Funding for this project includes $375,000 Development Charges – Roadways and $125,000 Developer Contributions.**

- **Pasqua Street/Big Bear Boulevard** – In 2007, $360,000 is provided to construct the intersection at Pasqua Street and Big Bear Boulevard. This intersection is required to provide access to commercial development east of Pasqua Street. **Funding for this project includes $270,000 Development Charges – Roadways and $90,000 Developer Contributions.**

- **Victoria Avenue Widening – Fleet Street to City Limits** – In 2007, $800,000 is provided for detailed design and in 2009, $5,200,000 is provided to widen Victoria Avenue from Fleet Street to City Limits. Includes reconstruction of existing bridges. **Funding for this project includes $400,000 in 2007 and $2,600,000 in 2009 from Saskatchewan Highways and $2,250,000 from Development Charges – Roadways.**

- **Courtney Street (Sherwood Drive to 1st Avenue North East Side)** – In 2007, $300,000 is provided for detail design and in 2009, $2,700,000 is provided to construct the east side of Courtney Street between 1st Avenue North and Sherwood Drive. **Funding for this project includes $2,250,000 from Development Charges – Roadways.**

- **Arcola Avenue (Winnipeg Street to Arcola Avenue)** – In 2008, $100,000 is provided to complete a functional plan review and preliminary design for the proposed widening and realignment of Arcola Avenue between Winnipeg Street and Victoria Avenue. The rapid development along Victoria Avenue East and in the Southeast Sector will require the increased capacity on this roadway in the near future. This may include re-constructing Arcola Avenue on an adjacent right-of-way owned by the City to improve safety at the Victoria Avenue intersection and with neighbourhood roadways. This project is required to verify property requirements, adjacent street connections and intersection alignments. **Funding for this project includes $50,000 from Development Charges – Roadways.**

- **Parliament Avenue and Queen Street Extension** – In 2008, $200,000 is provided for detailed design and in 2010, $1,800,000 is provided to construct Parliament Avenue from Argyle Street to Lewvan Drive and Queen Street from Laubach Avenue to Parliament Avenue with connection to 28th Avenue. **Funding for this project includes $500,000 from Development Charges – Roadways.**

- **Intersection Construction at Rochdale Boulevard and Walmart/Sobey's** – In 2008, $10,000 is provided for the detailed design and in 2009, $150,000 is provided to construct an intersection at Rochdale and the Walmart/Sobey's Access Road.

- **Parliament Avenue Extension West of Lewvan Drive** – In 2008, $200,000 is provided for detailed design and in 2010, $2,060,000 is provided to construct Parliament Avenue from Lewvan Drive to N/S Collector West of Lewvan Drive. **Funding for this project includes $440,000 from Development Charges – Roadways and $1,320,000 Developer Contributions.**

- **Rochdale Boulevard (East of Pasqua Street to Argyle Street North)** – In 2008, $150,000 is provided for the detailed design and in 2009, $850,000 to construct Rochdale Boulevard from 250m east of Pasqua Street to Argyle Street North. **This project will be funded through Developer Contributions.**

- **Intersection Improvements – Parliament Avenue and Lewvan Drive** – In 2008, $50,000 is provided for detailed design and in 2010, $450,000 to make intersection improvements at Lewvan Drive and Parliament Avenue. **Funding for this project includes $376,000 from Development Charges – Roadways.**

- **Prince of Wales Drive – Extension south to Wascana Parkway** – In 2008, $200,000 is provided for functional design and in 2010, $550,000 is provided for detailed design to extend Prince of Wales south from the existing Prince of Wales to Wascana Parkway. **Funding for this project includes $563,000 from Development Charges – Roadways.**

- **Diefenbaker – McCarthy Boulevard to CNR** – In 2008 and 2011, $750,000 is provided for detailed design and to construct the Diefenbaker (formally EW Arterial) from McCarthy Boulevard to CNR. **Funding for this project includes $1,124,000 from Development Charges – Roadways.**

- **Ross Avenue – North side – Sioux Street to Fleet Street** – In 2009, $280,000 is provided for detailed design and in 2010, $1,860,000 is provided to construct the north side of Ross Avenue from Sioux Street to Fleet Street. **Funding for this project includes $428,000 from Development Charges – Roadways and $1,284,000 from the General Fund Reserve.**

- **Fleet Street from Cavendish Street to Ross Avenue across CPR Mainline** – In 2009, $120,000 is provided for detailed design and in 2010, $1,430,000 is provided to construct four lanes at Fleet Street from Cavendish Street, south of the CPR mainline to Ross Avenue with an at grade crossing of the CPR. This project will involve the CPR and Transport Canada. **Funding for this project includes $775,000 from Development Charges – Roadways and $300,000 from the General Fund Reserve.**

- **Long-Term Property Purchase** – In 2009, $500,000 is provided to purchase land for future road ROW. This will secure the required property and determine the alignment so adjacent property owners are aware of the future roadway. **Funding for this project includes $375,000 from Development Charges – Roadways.**

- **Argyle Street North (Sangster Boulevard to Rochdale Boulevard)** – In 2009, $110,000 is provided for the detailed design and in 2010, $1,100,000 is provided to construct the four lane undivided extension of Argyle Street North from Sangster Boulevard to Rochdale Boulevard. **Funding for this project includes $242,000 from Development Charges – Roadways.**

- **Intersection Improvements at Saskatchewan Drive and Albert Street** – In 2010, $500,000 is provided for the functional design review of the intersection at Saskatchewan Drive and Albert Street and improve sightlines in the SE quadrant. **Funding for this project includes $250,000 from Development Charges – Roadways.**

- **Prince of Wales Drive, Eastside – Eastgate Drive to Dewdney Avenue** – In 2010, $100,000 is provided for detailed design and in 2011, $900,000 is provided to construct east side of Prince of Wales Drive from Eastgate Drive to Dewdney Avenue. **Funding for this project includes $750,000 from Development Charges – Roadways.**

- **Intersection Improvements – Gordon Road and Lewvan Drive** – In 2011, $500,000 is provided for detailed design and to make intersection improvements at Lewvan Drive and Gordon Road. Design $50,000, Construction $450,000. **Funding for this project includes $375,000 from Development Charges – Roadways.**

- **Gordon Road Extension West of Lewvan Drive** – In 2011, $2,060,000 is provided for detailed design and construction of Gordon Road from Lewvan Drive to N/S collector approximately 690m west of Lewvan Drive. Design $200,000, Construction $1,860,000. **Funding for this project includes $412,000 from Development Charges – Roadways.**

- **Pasqua Street and Ring Road Interchange** – In 2011, $1,000,000 is provided for preliminary design of the Pasqua Street/Ring Road Interchange. The NW Sector Plan re-confirmed the need to construct this interchange and to widen Pasqua Street in order to accommodate commercial and residential development already approved in the NW Sector. **Funding for this project includes $500,000 from Development Charges – Roadways.**

- **Northwest development arterials** – In 2011, $500,000 is provided as an allowance for widening McDonald Street from Kress Street to Fleet Street for twinning a portion of Fleet Street, depending on industrial development and traffic increases. The refinery related trucking companies are increasing their capacity several fold. **Funding for this project includes $100,000 from Development Charges – Roadways and $300,000 from the General Fund Reserve.**

Bridge Infrastructure Renewal

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Dewdney Avenue/Wascana Creek Bridge	**1,300**	-	-	-	-
2. Assiniboine Avenue/Bypass Bridge	-	730	-	-	-
3. Albert Memorial Bridge	-	-	3,200	-	-
4. Arcola Avenue/Highway No. 1 Bridge	-	-	-	1,360	-
5. Ring Road/Dewdney Avenue Bridge (SB)	-	-	-	-	510
Total Expenditures	**1,300**	730	3,200	1,360	510
Capital Funding					
Current Contributions to Capital	**1,300**	730	-	60	510
Provincial Capital Grants	-	-	3,200	1,300	-
Total Funding	**1,300**	730	3,200	1,360	510

The City's transportation network includes 36 bridge or overpass sites, including eight rail overpasses, nine grade separations and bridges, 18 water overpasses and one pedestrian overpass.

The Bridge Renewal program provides for major repairs to bridges to extend their life expectancy by another 20 to 25 years. The average life expectancy of a new bridge is 30 years. With the current level of funding, approximately one bridge site per year can be repaired. Based on current funding levels, after repairs are done, it could be 35 years before that particular bridge site will receive major work again. Since the program started in 1988, work on 19 of the City's 36 bridge sites has been completed.

Each year condition surveys are carried out on the bridges. The results of these surveys are used to identify the required work. Based on the results of the surveys and the funding available, priorities are established. Typical bridge rehabilitation includes repairs to deteriorated sidewalks, deck surfaces, asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection and the approaches on both ends of the deck. The Albert Memorial Bridge is scheduled for repair in 2009 and is considerably more expensive to rehabilitate than other bridges. The repair work entails repairing the arch, sidewalk and deck slab; filling the voids beneath the bridge deck; and repairing the architectural components.

Traffic Control and Safety

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Traffic Improvements:					
- Traffic management and parking	**293**	193	283	213	333
- Pedestrian protection	**90**	70	70	50	50
- Street lighting	**-**	35	15	35	-
- SGI Variable Message Board	**100**	-	-	-	-
- SGI Intersection Safety Program	**200**		-	-	-
- Downtown street luminaire replacement program	**520**	91	-	-	-
2. Traffic Signals:					
- New or enhanced traffic signals	**165**	180	180	180	180
- Traffic signal rehabilitation	**250**	260	270	280	280
Total Expenditures	**1,618**	829	818	758	843
Capital Funding					
Current Contributions to Capital	**1,038**	759	818	758	843
Other External	**580**	70	-	-	-
Total Funding	**1,618**	829	818	758	843

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. The infrastructure is intended to address the needs of traffic and pedestrian users of the system.

Traffic Improvements

- **Traffic Management and Parking** – Improvements at intersections include better channelization, signing, lane designation, pavement markings, warning devices, additional turning lanes, improved horizontal and vertical alignments, traffic calming and removal of sightline impediments. Intersections are analyzed for improvements based on accident statistics, traffic counts, public concerns and observations. This program also includes the installation of parking restrictions, loading zones and parking meters. Included in this program are design and installation of an eastbound and westbound left turn lanes on 6th Avenue North at Albert Street for $150,000. Other initiatives include:

  - Parking Meter Security - This program provides $60,000 funding to replace the open-type coin canister in each of the City's 1,350 parking meters with a locking canister. It also includes the purchase of four mobile collection devices. Collection staff will no longer have access to coins. Access to coins will only be possible within a high security area located within the Transit Building.

- Traffic Calming – This initiative implements various solutions to discourage speeding at various locations throughout the city. Possible solutions include speed cushions, curb extensions and pavement markings. Planned projects in 2007 include curb extensions on Dewdney Avenue at Judge Bryant School.

- **Pedestrian Protection** – Improvements include the installation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, no parking signs and the installation of fence adjacent to high-speed roadways. The program also includes public awareness advertising to educate pedestrians and motorists on the proper usage of pedestrian safety devices particularly for school aged pedestrians.

  Operating costs are increased each time a pedestrian protection device is installed. Estimated annual operating costs of each device is as follows: pedestrian half signal – $1,200 per year; pedestrian corridor – $940 per year; overhead pedestrian crosswalk – $270 per year; and side mount pedestrian crosswalk – $150 per year; and flashing speed zone sign $1,000 per year.

  For 2007, the annual program includes pedestrian corridor rehabilitations at two locations, audible signal installation at two new locations and the installation of new pedestrian side mount signs at two locations. Major projects for 2007 include implementation of a special flashing reduced speed school zone at Luther College, installation of a safety fence along the west side of Albert Street North of Ring Road, pedestrian ramp installation at Albert Street and 20th Avenue and a pedestrian corridor usage study on Wascana Parkway between SIAST and Wascana Drive.

- **Street Lighting** –Streetlights are installed and maintained by SaskPower, with funding provided by the City. The capital program is intended to install new street lights along roadways that do not have lights or to upgrade lighting levels on streets with lights to meet the City's minimum illumination standard. Operating costs to the City are increased each time a new street light is installed. Estimated increased costs to the City per new streetlight are $250 per year. For 2007, major projects include installation of street lights on Sandra Schmirler Way along McKinley Avenue between Pasqua Street and Princess Street and on Tweedsmuir Bay. Lights presently do not exist at these locations.

- **SGI Variable Message Board – Phase II** – Installation of two variable message boards at the Wascana Parkway interchange to warn motorists, primarily from the University of Regina or SIAST, of potentially slippery conditions or blockages on the bypass. **$50,000 of this is funded by SGI.**

- **SGI Intersection Safety Program** – Based on a Traffic Safety review undertaken by SGI/City, an intersection will be improved for the primary reason of reducing collisions. **$100,000 of this program is funded by SGI.**

- **Downtown Street Luminaire Replacement Program**
  The luminaries on top of downtown decorative street light poles are being replaced by SaskPower. The new luminaries are brighter, therefore the number of lights required is less. Approximately 150 of the 384 downtown street light poles are being de-energized and luminaries removed. The redundant poles will remain, as they are still required to support parking meters and maintain the present street scape design. This budget item provides funding for capping the redundant poles with a decorative top that will have the capability of supporting banners. In 2007, $520,000 is provided and in 2008, $91,000 is provided. **Funding includes a total of $400,000 from SaskPower and $30,000 from Regina Downtown.**

Traffic Signals

- **New or Enhanced Traffic Signals** –Typical projects range from installation of a complete set of new traffic signals at an intersection, to minor phasing changes. Signal phasing changes involve modifying signal plans in response to changing traffic patterns. Locations are determined after analysis, consultation with residents and submission of a report to the Works and Utilities Committee. The installation of new signals or improvements to existing signals reduces the potential for collisions reduces congestion and delay in the movement of people and goods and reduces harmful emissions

caused by idling vehicles. The proposed funding typically accommodates one new signalized intersection a year with a cost of $90,000. Remaining funds are used for other work, including the installation of audible pedestrian indications and new left turn indications.

- **Traffic Signal Rehabilitation** – This is an ongoing project that will replace traffic signal poles, ducts and wiring. This equipment has an expected life span of 25 years at which time poles and their components should be replaced. Some rehabilitation work will take place through the traffic signal system upgrade. Program locations are selected based on the condition of the signal and coordination with major roadway improvement projects. Four locations have been identified for rehabilitation work in 2007.

Other Transportation Projects

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Bikeway System	-	215	155	125	155
2. Railroad Crossings	**50**	50	50	50	50
3. Ring Road Sign Rehabilitation Program	**30**	30	30	30	30
4. Tourist Signing Phase II	-	-	-	-	400
Total Expenditures	**80**	295	235	205	635
Capital Funding					
Current Contributions to Capital	**80**	295	235	205	427
Other External Contributions	-	-	-	-	208
Total Funding	**80**	295	235	205	635

- **Bikeway System** – The City's first on-street bicycle routes were installed in 1998. The City Council approved Bicycle Network Plan identifies several other routes needed to establish a core network of on-street routes to encourage an increase in bicycle use in Regina and to improve the safety for cyclists riding on city streets. Public consultation on engineering design of a downtown route will continue in 2007 with implementation anticipated in 2008. The downtown route will connect Regina's Downtown and Wascana Centre through the Transition Area. Information gathered in 2007 will help establish funding priorities for future on-street routes.

- **Railroad Crossings** –There are a total of 59 at-grade railway crossings in the city. Each crossing is provided with a warning device. The standard warning device consists of railway cross arms (signs) with reflectors. Higher volume crossings have additional warning in the form of automatic warning systems (signals). Some at-grade crossings are subject to prohibitions on the blowing of engine whistles (anti-whistling). Train operators are required by law to blow their whistle at all railway-roadway crossing except when anti-whistling agreements are in place.

Warning Device and Whistling Status	Number of Crossings
Signs only - No Anti-Whistling	15
Signs only - With Anti-Whistling	1
Automated Crossing Protection - No Anti-Whistling	29
Automated Crossing Protection - With Anti-Whistling	14
	59

The City identified twenty of the railway crossing locations with automatic crossing protection where anti-whistling agreements would be requested. All locations that are slated for anti-whistling must pass safety inspections that often result in upgrades to the warning devices. Crossing upgrades have been completed at 15 of the designated locations (eight on Canadian Pacific and seven on Canadian National crossings). Anti-whistling has been approved by Transport Canada and implemented at five of the 15 locations. The funding in the budget is to improve safety at locations where anti-whistling is planned.

- **Ring Road Sign Rehabilitation Program** – At the present time, there are 44 large information signs and 13 exit signs along Ring Road from Victoria Avenue to Pasqua Street. These signs are beyond their design life and are deteriorating rapidly. The cost to replace all the information, exit signs and support posts is estimated at $300,000 if done as a single year project. This program replaces six to ten signs per year and is ongoing until all signs have been replaced.

- **Tourist Signing – Phase II** – This program implements the second phase of the Tourist Signing Program. Phase I occurred in 2003. In 2011, $400,000 is provided for two additional gateway signs that welcome visitors to Regina on Highway No. 6 from the north and the south, an array of signs leading visitors to tourist attractions and to motorist services for north Regina, and three variable message signs located at City entrances on the Trans Canada Highway east and west and also along Highway No. 11. These signs can be programmed and provide an opportunity to promote special events like the recent Canada Summer Games. $208,000 of this project is to be funded by the City's tourist attractions.

Landfill

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Fleet Street Landfill:					
- Landfill Capping and Closure	**700**	630	3,630	3,000	6,000
- Landfill Gas Collection Phase I & II	**20**	-	-	890	-
- Landfill Building Improvements/upgrades	**250**	-	-	-	-
- Industrial Grinder	-	700	-	-	-
- Infrared Early Fire Detection Equipment	-	45	-	-	-
- ATV and Trailer for Gas Collection System	**10**	-	-	-	-
2. New Landfill:					
- Environmental Impact Assessments	**250**	-	-	-	-
- Engineering Design & Construction	-	-	810	5,500	680
- General Capital Improvements	-	-	-	1,000	-
Total Expenditures	**1,230**	1,375	4,440	10,390	6,680
Capital Funding					
Landfill Reserve	**530**	1,375	2,440	8,390	6,680
Gas Tax Grants	**700**	-	2,000	2,000	-
Total Funding	**1,230**	1,375	4,440	10,390	6,680

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The site occupies approximately 97 hectares, with the footprint of the landfill disposal mound covering approximately 60 hectares. The current height of the landfill is approximately 45 meters above the surrounding landscape.

In the late 1980's, a comprehensive Waste Management Study was initiated and completed in 1989. The study addressed the City's future landfill needs. Following a process for public input in April 1991, City Council decided to proceed with plans to develop a new sanitary landfill adjacent to the existing site. The development of a landfill requires review and approval by Saskatchewan Environment. Since 1991, additional reports were prepared. In 1995, The Fleet Street Landfill Optimization Study was completed. This study looked at ways to optimize landfill operations to prolong the life of the current site. The current solid waste disposal site has had an expected life of approximately four to seven years as of 2005. Current fill progression is approximately on target with the projections. As a result, the projected time that the current landfill will be at capacity is between 2009 and 2012.

Fleet Street Landfill

- **Capping and Closure** – Costs for the existing landfill on Fleet Street include closure and post closure costs. The projected costs are in the range of $18 to $20 million. Funding is for preliminary engineering related to cover design (test cover plots), a closure plan update and pre-design and design engineering of the cover. Allowances are provided in 2008 and 2009 for engineering design and cover material borrow pit acquisition and development. Starting in 2009, cover placement will begin on portions of the landfill that are at final configuration. The major element of landfill closure is fill progression. Fill progression is the sequencing of garbage placement on the landfill hill so as not to cause problems such as slope instability and also to achieve the most efficient use of air space for garbage. A study undertaken in 2005 updated to fill progression plan to maximize the capacity of the existing landfill. Assuming a relatively constant yearly volume of between 250,000 m^3 and 300,000 m^3 there is two to five years of landfill capacity remaining.

  A landfill closure plan was developed for the Fleet Street Landfill in 1993. The closure plan presented five cap configurations. The five configurations were multi-layered covers consisting of layers of clay, claytill and/or geosynthetic membranes. The City is conducting further research into the performance of different landfill capping options. The research will form a component study to be used in the overall update of the closure plan. This work will take approximately three years to complete. Capping work for the existing landfill is projected to start about 2009 and continue over several years thereafter.

- **Gas Collection** – Landfill gas is produced from the anaerobic decomposition of organic wastes deposited in landfills. Landfill gas is mainly composed of methane and carbon dioxide with other gases in trace amounts. The gas produced at the landfill must be managed or it will continue to be a source of pollution and may hinder closure activities.

  The University of Regina completed a study from 1997 to 2001 regarding emissions from the Fleet Street landfill. A report titled "Landfill Emissions Study – Final Report" was submitted in 2001 that details the research. The study concluded the landfill would be expected to generate sufficient landfill gas to support a gas recovery project. The study also concluded that an engineering feasibility study would be required to examine the potential for recovery and utilization of landfill gas at the site.

  A consultant was commissioned to conduct a landfill gas feasibility study. The feasibility study is favourable for an energy recovery project or other beneficial use type project. The City is currently constructing Phase I of the gas collection system beneficial utilization project. The City would undertake to design, install and operate the gas collection project and sell the gas to the third party. Funding for Phase 2 of the collection system is $890,000 in 2010. Operation and maintenance costs are estimated at $95,000 annually starting in 2007. The gas being produced at the Fleet Street Landfill will be managed through collection and flaring until implementation of a beneficial use project.

New Landfill

The 2007 – 2011 General Capital Program provides funding for the work to obtain regulatory approval for a new landfill development adjacent to the existing site, and initial design costs for the first cell. The total projected cost for a new landfill based on a 20-year capacity is in the range of $30 to $35 million over the next 20 years. Construction of a new landfill would involve development of cells with a capacity for five years. The cost of each cell is estimated at $7 million. Once the capacity of each cell is reached, the cell would be closed.

- **Environmental Impact Assessments** – Funding of $250,000 is provided 2007. A new landfill has to be approved by Saskatchewan Environment. The landfill expansion project may be required to go through their full Environmental Assessment process. The Environmental Impact Assessment from project proposal to Minister's Decision could require two or more years depending on the type and number of environmental studies necessary in order to identify and assess the potential environmental effects of the project.

  An important component of an Environmental Impact Assessment is public participation. The public will be involved early in the project in order to identify the issues that should be addressed in the impact assessment. Documentation of concerns arising out of public consultations is part of the Environmental Impact Assessment. RUEAC will also be consulted for input during this process.

  It is expected that any application for a new and/or expansion of the landfill site will have to include consideration of options for reducing the tonnage of solid waste that is disposed of at the landfill in future years.

  Potential environmental impacts, both biophysical and socio-economic effects, will have to be identified and assessed. The assessment of such impacts can be completed with existing information for some of the impacts and a design developed to fully protect the environment and aquifer system at the site. Other impacts will require more detailed studies in order to assess the environmental impact. The issues that have been identified to date include:

  - Loss of natural vegetation
  - Loss of rare/endangered flora or fauna or habitats
  - Disturbance to wildlife species and habitats
  - Effects of soil erosion
  - Potential disturbance to surface water drainage patterns
  - Surface water contamination/monitoring
  - Groundwater contamination/monitoring
  - Air quality/odours
  - Disturbance to heritage resources
  - Aesthetics
  - Greenhouse gas emissions management
  - Opportunities for minimizing landfill disposal

- **Landfill Design and Cell Construction** – Conceptual/preliminary design work for a new landfill will be necessary during the Environmental Impact Assessment process for preparation of the Environmental Impact Statement. Detailed design would likely not be required until the project is approved. $810,000 is allocated in 2009 for engineering design and $5,500,000 in 2010 and $680,000 in 2011 for the first phase of new landfill cell development and necessary changes at the landfill scale.

Waste Collection

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Replace/refurbish rear lane waste containers	-	730	730	450	-
2. Implement automated garbage collection to all front	**600**	-	900	-	-
	600	730	1,630	450	-
Capital Funding					
Current Contributions to Capital	**600**	730	1,630	450	-

- **Rear Lane Waste Containers** – Funding is for the containers used in commercial and residential rear lane collection. There are 6,800 containers serving 28,500 homes with automated rear lane service. The containers are more than 15 years old and must be repaired or replaced. The 2007 – 2011 Capital Program continues funding for the replacement of the containers. The average cost to replace each container (including all program costs) is $800 per unit, an increase of 9% due to the increased cost of steel. No expenditures on this program are planned for 2007. It is projected that about 700 to 1,000 units will be replaced each year in 2008 and 2009, and 400 containers in 2010.

- **Automated Front Street Service** – This is a multi-year program initiated in 2006. 2007 funding is for the purchase of containers for the new residential automated front street collection process. The average cost is $70 per unit. The program will be completed in 2009.

Other Capital Projects

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Asphalt Production & Field Services					
- Purchase & installation of a dry mixer	-	110	185	-	-
- Asphalt pavement analyzer	-	-	-	200	-
- Component upgrade	-	-	150	-	150
- Replace the scale decks	-	125	-	-	-
- Granular Material - Dust Control	-	-	50	-	-
- Granular Material - Salt Management	-	-	100	-	-
2. Buildings and Yards					
- General allocation	**131**	133	125	441	211
3. Vehicles:					
- Crew trailers	**120**	200	200	-	-
- Bucket truck	**155**	-	-	-	-
- Belly dump trailer	**30**	-	-	-	-
- Convert and upgrade trucks and van	**35**	-	-	-	-
Total Expenditures	**471**	568	810	641	361
Capital Funding					
Current Contributions to Capital	**471**	333	475	441	211
Asphalt Plant Reserve	-	235	335	200	150
Total Funding	**471**	568	810	641	361

Asphalt Production and Field Services

The asphalt plant produces asphalt to meet the City's needs for pothole patching, asphalt recapping, and the construction and reconstruction of roads. The charge for asphalt includes funding for the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a $5.00 per tonne charge on the asphalt produced. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. Capital projects include:

- Replace the dryer burners and flights for $180,000 – This would enhance energy efficiency and productivity and provide for a quieter operation.

- Purchase of an Asphalt Pavement Analyzer for $200,000 for testing asphalt mixes prior to application. This equipment provides better correlation of tests with future performance of the pavement in terms of rutting and fatigue resistance, as compared with the currently used test methods.

- Component Upgrade for $100,000 – This is a general allocation for upgrading major components of the Asphalt Plant such as pugmill, screen deck, conveyors and dryer weight scales. The components selected for replacement or upgrade will be based on a cost/benefit analysis.

Other capital projects include:

- Replace Scale Desks for $125,000 – The decks are subject to rust as a result of the salty environment and should be replaced to ensure proper safety.

- Granular Material Dust Control for $50,000 – This project may include paving internal roads, installation of screen type, high walls in some sections of the yard perimeter and/installation of hydrants/sprinklers. This project is to fully comply with The Clean Air Act. More detail will be available prior to the start of the project after further analysis.

- Granular Material Salt Management for $100,000 – This project may include paving an area where salt mixtures are stockpiled, capturing runoffs to remove salt prior to the water entering the sewer system and constructing a building for storing sand/salt. This project must comply with new Federal Environmental regulations. More detail will be available prior to the start of the project after further analysis.

Buildings and Yards

The Engineering and Works Department's main operations area is between Albert Street and Smith Street from 4th Avenue to 6th Avenue. The site includes:

Administration Building that includes administrative offices and the dispatch office
Water Distribution Workshop Building
Traffic Building
Roadways Building
Sewage Collection Building
Equipment Storage Buildings

In 2005 a study was undertaken to identify the maintenance requirements of the Engineering and Works Yard buildings for the period from 2006 to 2016. The general allocation is based on the historical annual allocation, and falls short of the required funding based on the requirements identified in the study.

Vehicles

The capital program includes funding of $340,000 in 2007 for the following projects:

- $120,000 to refurbish 8 existing used crew trailers. The field crew trailers are required to provide efficient and safe field operations, as well as meet minimum occupational health and safety guidelines.

- $155,000 for a new bucket truck for the Traffic Operations Section. A new bucket truck is required to facilitate new and increased tasks in the section. Responsibilities have changed due to the substantial increase in the number of overhead devices for traffic signals. In 2005, the City will have approximately 50 cameras, 70 fire pre-emption devices and 80 to 100 vehicle detection devices all mounted between 5 to 12 metres above the ground. All these devices require regular maintenance. The new bucket truck will be capable of reaching devices mounted 12 metres in the air. In the past, the City has relied on private crane rental firms to access these devices.

- $35,000 for converting and upgrading vehicles to transport Traffic Operations material and equipment to various work sites.

- $30,000 for one belly dump trailer used in the Alley Maintenance and Gravel Road Maintenance programs.

Community Services Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Recreation Facilities						
Sportplex	**45**	195	410	740	350	1,740
North West Leisure Centre	**-**	110	-	100	300	510
Sandra Schmirler Leisure Centre	**165**	-	10	-	75	250
Neil Balkwill Civic Arts Centre	**-**	-	35	-	145	180
Arenas	**252**	100	150	450	200	1,152
Community Facilities & Outdoor Pools	**190**	240	220	140	301	1,091
Outdoor Athletic Surfaces and Facilities	**1,505**	410	1,020	1,170	1,140	5,245
Open Space	**1,325**	2,260	2,150	2,290	3,205	11,230
Streetscape	**1,437**	1,345	1,285	1,312	1,292	6,671
Cemeteries	**20**	45	80	35	72	252
Golf Courses	**400**	225	225	475	680	2,005
Other Capital Projects	**855**	854	915	700	310	3,634
Total Expenditures	**6,194**	5,784	6,500	7,412	8,070	33,960
Capital Funding ($000's)						
Dedicated Lands Reserve	**-**	25	-	-	-	25
Current Contributions to Capital	**2,239**	4,228	5,594	5,907	5,587	23,555
General Fund Reserve	**650**	650	-	-	-	1,300
Parks & Recreation Development Charges	**465**	596	586	580	1,706	3,933
Cemetery Reserve	**20**	45	80	35	72	252
Golf Course Reserve	**400**	225	225	475	680	2,005
Other Provincial Grants	**500**	-	-	400	-	900
Provincial Capital Funding	**1,185**	-	-	-	-	1,185
Other External Contributions	**735**	15	15	15	25	805
Total Funding	**6,194**	5,784	6,500	7,412	8,070	33,960

Recreation Facilities

Sportplex

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Fieldhouse:					
- Facilities General Allocation	**30**	-	-	420	325
2. Lawson Aquatic Centre:					
- Facilities General Allocation	**15**	195	410	320	25
Total Expenditures	**45**	195	410	740	350
Capital Funding					
Current Contributions to Capital	**45**	195	410	340	350
Other Provincial Grants	-	-	-	400	-
Total Capital Funding	**45**	195	410	740	350

The Sportplex is comprised of the Lawson Aquatic Centre, a legacy of the 1975 Western Canada Summer Games and the Regina Fieldhouse, a legacy of the 1987 Western Canada Summer Games.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

The Lawson Aquatic Centre is utilized extensively for recreational swimming and lessons as well as competitive swimming, diving, water polo and synchronized swimming. It was one of the venues for the 2005 Canada Games. The Lawson Aquatic Centre's amenities include:

- 65 metre pool with eight lanes ranging in depth from 3' to 16'.
- Whirl pool.
- Men's and women's dry saunas.
- One and three metre diving boards.
- 5, 7½ and 10 metre diving towers.
- Classroom.
- Tot pool.
- Strength and conditioning area.
- Outdoor sun area.
- Special needs/family change room.

The Fieldhouse is utilized extensively for recreational fitness and general recreation as well as training of high performance sport groups, including tennis, track and field and team handball. The Fieldhouse amenities include:

- 200 metre oval track with six lanes.
- Five badminton courts.
- Two classrooms.
- Tracks Café.
- Four tennis courts.
- Strength and condition area including, wheelchair accessible weight equipment.
- Spin bike area.
- Treadwall.
- Sportco Pro Shop.

North West Leisure Centre

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. North West Leisure Centre:					
- Facilities General Allocation	-	110	-	100	300
Total Expenditures	-	110	-	100	300
Capital Funding					
Current Contributions to Capital	-	110	-	100	300

The North West Leisure Centre opened in 1982 as the City of Regina's first indoor pool with leisure and family oriented theme. The centre's amenities include:

- Leisure pool ranging in depth from 8" to 5'.
- Co-ed dry sauna.
- Multi-purpose hall.
- Outdoor sun area.
- Meeting rooms.
- Pool slide and sunflower water structure.
- Whirl pool.
- Snack bar.
- Doug Wickenheiser Arena.
- Strength and conditioning area.
- Special needs/family change room.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Sandra Schmirler Leisure Centre

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Sandra Schmirler Leisure Centre:					
- Facilities General Allocation	**165**	-	10	-	75
Total Expenditures	**165**	-	10	-	75
Capital Funding					
Current Contributions to Capital	**165**	-	10	-	75

The Sandra Schmirler Leisure Centre opened in 1990 with an indoor leisure and family oriented pool and is in the same building as a Public Library. The centre's amenities include:

- Leisure pool ranging in depth from 18" to 10', with a one metre diving board, pool slides and an umbrella tree.
- Whirl pool and tot pool with spray bar.
- Activity room.
- Strength and conditioning area.
- Outdoor sun area.
- Co-ed dry sauna.
- Special needs/family change rooms.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Neil Balkwill Civic Arts Centre

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Neil Balkwill Arts Centre: (Major Rec Facility)					
- Facilities General Allocation	-	-	35	-	145
Total Expenditures	-	-	35	-	145
Capital Funding					
Current Contributions to Capital	-	-	35	-	145

The Centre provides specialized studios, classrooms and meeting rooms. The Centre also houses the Art Gallery of Regina.

The Facilities General Allocation is required to keep the Neil Balkwill Arts Centre physical plant in a reasonable state of repair such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Arenas

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Arenas:					
- Facilities General Allocation	**252**	100	150	450	200
Total Expenditures	**252**	100	150	450	200
Capital Funding					
Current Contributions to Capital	**252**	100	150	450	200

The City has eight indoor arenas. The arenas accommodate public recreational skating, figure skating, ringette, short track speed skating, minor hockey and adult hockey. The arenas are:

- Al Ritchie
- Murray Balfour
- Clarence Mahon
- Jack W. Staples
- Jack Hamilton
- Kinsmen
- Optimist
- Doug Wickenheiser (attached to the North West Leisure Centre).

Facility condition audits have been completed. The facility audits determined that the total replacement cost for the eight indoor arenas is approximately $31.5 million. The facility audits identified total deferred maintenance for the indoor arenas of approximately $3.0 million, not including parking lot repairs. The Community Services Department is initiating a Recreation Facility Strategy in 2007. It is expected that this Strategy will provide a framework for determining future capital priorities.

Community Facilities and Outdoor Pools

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Neighbourhood and Community Centres:					
- Facilities General Allocation	**115**	240	60	90	171
2. Outdoor Pools					
- Facilities General Allocation	**-**	-	100	50	100
3. Senior Citizens Centres:					
- Facilities General Allocation	**75**	-	60	-	30
Total Expenditures	**190**	240	220	140	301
Capital Funding					
Current Contributions to Capital	**30**	240	220	140	301
Other Provincial Grants	**160**	-	-	-	-
Total Funding	**190**	240	220	140	301

Neighbourhood and Community Recreation Centres – The City of Regina owns 11 neighbourhood and community centres. Five of the centres are managed and operated by volunteer operating committees. The remaining six centres are managed and operated by the City.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Outdoor Pools – The City has five outdoor pools. Three of the pools were constructed in 1947 (Maple Leaf, Dewdney and Wascana), one in 1963 (Regent) and one in 1964 (Massey). In addition, the City has fourteen spray pads. The following chart provides additional information on the pools.

Details	Maple Leaf and Dewdney	Wascana	Massey and Regent
Size	49' x 75'	142' x 75'	120' x 75'
Depth	3' to 10'	2.5' to 10'	1' to 9'
One-Metre Board	Yes	Yes	Yes
Two-Metre Board	Yes	Yes	No
Slide	No	Yes	Yes

Facility condition audits have been completed. The total replacement cost for the five outdoor pools is approximately $6.2 million. The facility audits identified total deferred maintenance of approximately $2.8 million for the five pools, not including parking lot repairs. The Community Services Department is initiating a Recreation Facility Strategy in 2007. It is expected that this Strategy will provide a framework for determining future capital priorities. Minimum funding has been allocated to the outdoor pools pending the outcome of the major program and facility strategy.

Senior Citizens Centres – The City has two senior citizens centres, the Regina Senior Citizens' Centre on Winnipeg Street and the Elphinstone Senior Citizens' Centre in Les Sherman Park.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Outdoor Athletic Surfaces and Facilities

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Athletic Fields:					
- Athletic field partnerships	-	100	350	310	-
- Athletic field restoration	**80**	70	90	110	120
- Athletic field amenities	**40**	30	35	50	45
- Douglas Park facility upgrade	-	-	300	-	-
- Douglas Park storage facility	-	-	-	300	-
- Facilities General Allocation	-	-	-	40	85
- Lawn Bowling	-	-	-	-	10
2. Mosiac Stadium:					
- Facility Audit	**200**	200	-	200	200
- Turf Replacement	**1,100**	-	-	-	-
- Facilities General Allocation	**25**	-	140	100	580
3. Outdoor Rinks & Tennis Courts					
- Refurbish outdoor rinks	**10**	10	5	10	-
- Facilities General Allocation	**50**	-	100	50	100
Total Expenditures	**1,505**	410	1,020	1,170	1,140
Capital Funding					
Current Contributions to Capital	**380**	410	1,020	1,140	1,140
Parks & Recreation Development Charges	-	-	-	30	-
Other External Contributions	**600**	-	-	-	-
Community Share 2006 Program	**500**	-	-	-	-
Other Provincial Grants	**25**	-	-	-	-
Total Funding	**1,505**	410	1,020	1,170	1,140

Athletic Fields – The Athletic Field Study, completed in 1996, organized athletic fields into formal groupings called classes on the basis of use, features and location. The Athletic Field Study provides principles, guidelines, standards and policies to guide development and management of Regina's athletic surfaces. To facilitate the athletic field development and upgrading process, the system includes criteria for prioritizing capital projects.

The total number of athletic fields and ball diamonds is 273 sites.

Inventory of Ball Diamonds and Athletic Fields

Class	1	2A	2B	3A	3B	4	Total
Baseball	2	1	0	48	0	0	51
Softball/Slo-Pitch	1	1	0	104	0	22	128
Athletic Fields	1	18	23	10	12	30	94
							273

The Athletic Field Study also identifies those facilities that could be enhanced through partnerships with non-profit community groups. Partnership projects can be initiated either by the City or by an interested community group.

Capital expenditures for athletic fields involve the restoration, upgrading, conversion, and/or development of athletic field amenities. Restoration restores deteriorated field facilities and support equipment to the original condition; upgrading improves an existing field facility; conversion changes the intended use of a facility; and development creates new field facilities.

- **Douglas Park** – This park includes the Canada Games Athletic Complex featuring a newly resurfaced synthetic track; four fastball diamonds (Class 2A); two athletic fields (Class 2A); a bantam baseball diamond (Class 3A); a cricket pitch; winterized change and washroom facilities and five tennis courts. The facility upgrade planned for 2009 will include upgrades and renovations to existing washrooms. In 2010, there are plans to design and construct a storage facility for Douglas Park user groups.

- **Facility General Allocation** – This is required to sustain athletic fields such that City programs can continue to effectively operate at the facilities. The work includes all physical maintenance and some renovations but does not include major enhancements or additions to the fields.

- **Leslie Lawn Bowling Greens** – This facility, located at Victoria Avenue and Queen Street, features four full size lawn bowling greens. The facility is the home of the Regina Lawn Bowling Club. $10,000 in 2011 has been identified to relevel the playing surface.

Mosaic Stadium – This Class 1 field is the home of the Saskatchewan Roughriders and is also home to the University of Regina Rams, Prairie Thunder, high school football and adult league football. Mosaic Stadium includes the Saskatchewan Roughriders offices, parking lots, the artificial field and an adjacent fine turf practice field. Capital improvements for Mosaic Stadium are being developed jointly with the Saskatchewan Roughriders. In 2007, a facility audit will be conducted to assess the current conditions and determine needs. Future funding will be adjusted based on the audit outcomes.

The Mosaic Stadium/Saskatchewan Roughriders lease agreement was renewed in 2005 and included a provision to develop a plan to replace the existing artificial turf at Taylor Field. Funding of $100,000 in 2006 and $1,100,000 in 2007 from the Community Share 2006 Program from the Province has been included in the budget. The project began in November of 2006 and will be complete by June 15, 2007. The funding provides for the full cost of the project and the Saskatchewan Roughriders have agreed to cost share the project.

The Facilities General Allocation is required to sustain Mosaic Stadium such that programs can continue to effectively operate at the facility. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility.

Outdoor Rinks and Tennis Courts – There are 68 outdoor ice surfaces at 48 locations throughout the City. The ice surfaces include 23 boarded surfaces, 42 pleasure skating surfaces, 2 pleasure skating lake sites and the speed skating oval at Mount Pleasant Sport Park. The speed skating oval is a 400 metre, lighted track. Capital funding for outdoor rinks is used to refurbish rink facilities, upgrade lighting and water services and make energy improvements.

There are 57 tennis courts located at 25 sites throughout the City. Douglas Park and A. E. Wilson Park have five and four courts, respectively. Three sites have three courts and all other sites have two courts. Capital funding is to re-surface outdoor tennis courts to the standards established by Tennis Saskatchewan.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facilities.

Open Space

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Multi-Use Pathway System	**200**	550	400	330	250
2. Wascana Centre Pathways	**230**	-	-	-	-
3. Open Space Development & Restoration:					
- Open space restoration	**315**	370	350	370	370
- Neighbourhood park upgrades	**100**	485	410	450	450
- CPTED improvements	-	25	-	30	-
- Stewart Russell	-	50	50	-	-
- Pedestrian Bridge Repairs	**10**	-	-	10	10
- Kiwanis Waterfall Park	-	-	125	100	-
- AE Wilson Park	-	75	60	150	150
- Kinsmen Park South	-	-	35	170	170
- Off-leash dog park	-	25	-	-	-
- South Leisure Centre - greening of court yard	-	-	-	-	10
- Rawlinson Crescent Park	-	-	-	-	1,100
- Westhill Park - fence repairs	**10**	-	10	-	10
4. Wascana Creek Riverside Reach Rehabilitation	-	150	-	-	-
5. Outdoor Play Amenities	**125**	175	280	280	285
6. Irrigation System Improvements	**335**	355	430	400	400
Total Expenditures	**1,325**	2,260	2,150	2,290	3,205
Capital Funding					
Current Contributions to Capital	**1,094**	1,942	1,804	2,021	1,735
Dedicated Lands Reserve	-	25	-	-	-
Other external contribution	**120**	-	-	-	10
Parks & Recreation Development Charges	**111**	293	346	269	1,460
Total Funding	**1,325**	2,260	2,150	2,290	3,205

- **Multi-Use Pathway System Management** – Since 1999, the City of Regina has expanded its multi-use pathway system by planning and constructing over nine kilometres of main and subsidiary asphalt pathways. Within the 2007 to 2011 capital program, the City is continuing to expand and integrate its multi-use pathway network by funding two major initiatives. In the south west, a 3.8 kilometre trail will link the Devonian pathway in Les Sherman Park southeast along the south storm channel to the corner of 29th Avenue and Rae Street. The second initiative is the construction of 1.8 kilometre trail along the Northwest Link Multi-use pathway that will connect the Devonian pathway in A.E. Wilson Park to the North Storm Channel Multi-use pathway along the City's western edge.

- **Wascana Centre Pathways** – In 2007, the City of Regina is partnering with Wascana Centre Authority and Saskatchewan Property Management to design and develop pathways east of Broad Street to the skateplaza located in Wascana Centre. The pathways will provide a hard surface route for pedestrians to access the skateplaza.

- **Open Space Restoration, Upgrading and Development** – The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way and storm channel fringes.

- **Open space restoration** – This involves capital investment that returns a deteriorated open space amenity to its original condition. Restoration activities include major turf repair, furniture/fixture replacements, pathway asphalt aggregate surface repairs, renovation and replanting of trees and shrub beds and drainage improvements.

- **Neighbourhood park upgrades** – The draft 2007 Open Space Management Strategy reports that 21.12 hectares of neighbourhood open space is deficient in quality and recommends the upgrading of seven neighbourhood parks through the capital program. In 2007, Al Pickard Park will be upgraded. In addition, community consultation will occur to assist in identifying a priority list of neighbourhood parks for upgrading in 2008, 2009, 2010 and 2011.

- **CPTED improvements** – This involves improvements resulting from Crime Prevention Through Environmental Design (CPTED) evaluations. CPTED evaluations are conducted when residents raise concerns from safety and/or program perspectives. The capital program provides for the modification and renovation of existing facilities to assure compliance with current code and safety requirements and to accommodate new and expanded program offerings or enhanced service levels. Lighting of open spaces may be one of the solutions to enhancing user safety and security, discouraging undesirable activity and providing for maximum usage of recreation opportunities. The Open Space Lighting Policy and Procedures serves as a guide to determine when and where lighting is required in the development or upgrading of open space.

- **Stewart Russell** – This is a cooperative project between Community Services and Engineering and Works. Engineering and Works has identified this park for the development of a storm water detention site. This funding will enhance the overall project funding to ensure all program needs can be met.

- **Pedestrian Bridge repairs and upgrades** – This includes repairs to decking and rails, painting and in some cases, replacing asphalt and concrete. There are 30 pedestrian footbridges in the city.

- **Kiwanis Waterfall Park** – In 2002, a master plan was developed for this park. $125,000 in 2009 will be used to implement Phase I of the master plan including parking, pathway construction and vegetation management. $100,000 in 2010 is allocated to Phase II of the master plan, specifically, a retaining wall and bridge.

- **AE Wilson Park** – In 2004, a master plan was developed for the park. Implementation will begin in 2008 and continue in 2009, 2010 and 2011. An interpretive station and access road will be built in 2008 and 2009 respectively. The west central area of the park will be developed in 2010 and 2011.

- **Kinsmen Park South** – In 1999, a master plan was developed for the park. Implementation will begin in 2009 and continue in 2010 and 2011. This three year funding will be allocated to enhancements in Phase I of the master plan such as upgrading pathways, the park entrance and landscape development.

- **Off-leash dog park** – Currently, the City has one off-leash dog park. This park was a community driven and funded project that was built on City of Regina property. The park has been operating for one year and is heavily used during peak seasons providing an off-leash area over 300 dogs per day. $25,000 in 2008 will be used to work in partnership with the community to build a second park.

- **South Leisure Centre greening of court yard** – $10,000 will be used in 2011 to design and redevelop the Court yard space at the South Leisure Centre.

- **Rawlinson Crescent Park** – This is a 4.12 hectare undeveloped open space. In 2011, it will be developed as a neighbourhood park at a cost of $1,100,000. This project is 100% funded by Parks and Recreation Development Charges.

- **Westhill Park fence repairs** – $10,000 in 2007, 2009 and 2011 is for ongoing repairs to the Westhill Park fence.

- **Wascana Creek Riverside Reach Rehabilitation** – In 2002, a master plan was developed. $150,000 in 2008 is for the implementation of Phase IV of the master plan including, site furnishings, signage, tree and shrub plantings.

- **Outdoor Play Amenities** – This provides for the removal of existing play apparatus and installation of new equipment to adhere to the Canadian Standards Association Guidelines for Children's Playspaces; an annual commitment to upgrade retaining borders and/or resilient surfaces under the equipment, establishing fully accessible play structures at key geographic locations within the city and installing new or emerging outdoor play amenities within neighbourhoods to meet needs and trends.

- **Irrigation System Improvements** – There are approximately 912 acres of irrigated open space located throughout the city. The inventory of irrigation systems managed consists of 1,191 water services, 33 pump stations, 28,000 sprinklers, 5,500 valves, 1,000 km of pipe and 850 km of wiring. Projects typically involve lifecycle replacement of coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.

Streetscape

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Streetscape Development:					
- Tree planting at city gateways, major arterials, intersections and underpasses	**332**	170	180	207	187
- Prince of Wales streetscaping	**-**	70	-	-	-
- Tree planting in new subdivisions	**25**	25	25	25	25
- Tree replacements and watering	**80**	80	80	80	80
2. Downtown Infrastructure Investment Strategy	**1,000**	1,000	1,000	1,000	1,000
Total Expenditures	**1,437**	1,345	1,285	1,312	1,292
Capital Funding					
Current Contributions to Capital	**83**	1,042	1,045	1,051	1,046
Parks & Recreation Development Charges	**354**	303	240	261	246
Provincial Grants	**1,000**	303	240	261	246
Total Funding	**1,437**	1,345	1,285	1,312	1,292

The Regina Urban Forest Management Strategy is the primary planning tool for determining the allocation of resources to tree planting and streetscape projects.

- **Streetscape Development**

  - **Tree planting at city gateways, major arterials, intersections and underpasses** - Streetscape capital projects provide for the design and installation of landscaping along major roadways such as the entrances to the city and ceremonial routes. Landscape development plans for these projects typically include trees, shrubs, grass, flowerbeds, hard-surface landscaping, irrigation, furnishings and other amenities.

- **Prince of Wales streetscaping** – In 2008, $70,000 will be used for streetscape development including tree and shrub planting along the west side of Prince of Wales Drive between Dewdney Avenue and 7th Avenue.

- **Tree planting in new subdivisions** - The capital program also provides for the supply and planting of trees on the boulevard in front of residential lots in newly developed subdivisions. For subdivision plantings, responsibility for watering new plantings is assumed by the adjacent homeowner. Long-term tree management costs such as pruning and pest control are the responsibility of the City. There is sufficient capacity within current operating budgets to provide for proper care of the additional plantings.

- **Tree replacements and watering** - Capital funding includes a provision to replace trees or shrubs that do not survive in the first year of planting and for watering the plant material for the first three years. Long-term tree management costs are reflected within the operating budget.

- **Downtown Infrastructure Investment Strategy** – The City of Regina has identified the need for a comprehensive plan for the downtown district. The current land use plan is outdated and does not address certain important elements in the downtown such as infrastructure investment. The goal of the plan is to establish a vision for the downtown and provide the necessary framework to strategically guide infrastructure investment, land use and transportation planning decisions and design of the public realm. It is envisioned that up to $1,000,000 per year, comprised of City funding and additional leveraged private sector funding, be strategically invested in downtown infrastructure renewal and enhancement projects as directed by the plan.

Cemeteries

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Cemetery Improvements and Repairs:					
- Regina Cemetery - fence repair & repainting	-	10	-	-	-
- Regina Cemetery - maintenance building roof	-	-	-	-	30
- Riverside Cemetery - Admin. building floor	-	-	-	-	20
- Repair asphalt at the two cemeteries	**10**	10	10	10	12
- Installation of strip foundations for headstones	**10**	10	10	10	10
- Irrigation upgrading at the Riverside Cemetery	-	15	-	15	-
- Columbariums at Riverside Cemetery	-	-	60	-	-
Total Expenditures	**20**	45	80	35	72
Capital Funding					
Cemetery Reserve	**20**	45	80	35	72

The City owns and operates two cemeteries. The City has operated the Regina Cemetery since its opening in 1883. A second cemetery, Riverside Memorial Park Cemetery, was opened in 1953. The cemeteries provide a complete range of interment options, including in-ground interments for traditional and cremated remains and columbaria niches for cremated remains. In 1995, a crematorium was constructed at the Regina Cemetery.

The municipal cemeteries operate on a cost recovery basis. Fees and charges are established to offset annual operating costs, as well as the capital needs of the cemeteries. The Cemetery Management Strategy, approved by City Council in 1996, and the 2004 – 2006 Cemetery Financial Plan serves as the primary planning tools in managing the cemeteries operation. The Cemetery Management Strategy, now being ten years old, will be updated in 2007. The condition of the Cemeteries Program and current developments in the industry will be reviewed and a revised strategy prepared.

Golf Courses

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. General Golf Course Projects:					
- Cart path upgrade	-	-	10	-	30
- Bunker improvement	-	10	10	-	-
- Murray/Tor Hill water quality upgrade	-	-	-	-	-
- buildings	**40**	30	40	50	50
- New equipment	**5**	10	5	5	40
- Kings Park - resurface internal road	**10**	-	10	10	15
- Kings Park - security	**10**	-	-	40	40
- Removal, replacement and planting of new trees	**5**	-	-	20	20
- Green covers	**10**	-	15	20	20
2. Murray Golf Course:					
- Turf and drainage improvements	**10**	10	5	15	10
- Murray Water Erosion	-	100	30	-	30
- Murray green restoration	**40**	-	40	40	-
- Course renovations and improvements	**10**	10	10	15	15
- Replace and restore irrigation system	**150**	-	-	90	100
3. Tor Hill Golf Course:					
- Course renovations and improvements	**40**	10	10	15	20
- Well Development - install a hardware communication link to the pump station	**10**	-	-	10	-
- Irrigation water supply equipment	-	-	-	-	50
4. Joanne Goulet Golf Course:					
- Replace and restore irrigation system	**5**	-	20	45	50
- Shoreline stabilization	**30**	20	-	-	100
- Maintenance building potable waterline	-	-	-	-	50
- Course renovations and improvements	**5**	10	10	-	20
- Compound and security improvements	**10**	10	-	70	-
5. Lakeview Par 3 Golf Course:					
- Course renovations and improvements	**10**	5	10	30	20
Total Expenditures	**400**	225	225	475	680
Capital Funding					
Golf Course Reserve	**400**	225	225	475	680

The City of Regina owns six golf courses. Five of the courses are maintained by the City. The Craig Golf Course is operated by a private company under agreement with the City. Western Golf Management Ltd. provides the clubhouse and pro-shop services for four of the Municipal golf courses. In December 1999, City Council approved the Golf Course Management and Financial Plan for the municipal golf courses (excluding the Craig and Regent). The plan established the capital development strategy for golf courses in the context of course revenues. This capital program reflects the capital development strategy adopted by City Council. A new three year fee strategy, 2007 – 2009, was approved by City Council in December, 2006.

- **Murray Golf Course** – The Murray Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout plays at 6,762 yards and features large greens. The course also includes a driving range, practice chipping green and practice putting green area. The course has a full service clubhouse and pro-shop.

- **Tor Hill Golf Course** – The Tor Hill Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout is 9,337 yards for the 27 holes. The course also includes a driving range, a practice chipping green and a practice putting green. The course has a full service clubhouse and pro-shop. An additional nine holes were developed at Tor Hill and opened for play in April 2003. The addition of the nine holes provides golfers with three different 18 hole opportunities.

- **Joanne Goulet Golf Course** – The Joanne Goulet Golf Course is an 18-hole executive length course located in the northwest portion of the city. The course layout follows the Wascana Creek, and plays at 4,944 yards. The course includes a driving range, practice chipping green and a practice putting green area and is complemented by a full service clubhouse and pro-shop. The first nine holes were constructed in 1988 with the nine additional holes completed in 1995.

- **Lakeview Par 3 Golf Course** – The Lakeview course is an 18-hole, par three course located on Kings Road in southwest Regina. The course was constructed in the early 1960s. The course has a small concession, pro-shop, and a putting and chipping area.

Other Capital Projects

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Urban Development Agreement	**500**	500	500	500	-
2. Program Equipment and Furnishings	**175**	175	175	175	175
3. Globe Theatre Renovations	**100**	100	-	-	-
4. University of Regina Artificial Grass Field	**50**	50	50	-	-
5. Fleet Acquisitions	**20**	29	55	-	-
6. Operational Facilities	**10**	-	135	25	135
Total Expenditures	**855**	854	915	700	310
Capital Funding					
Current Contributions to Capital	**190**	189	900	685	295
General Fund Reserve	**650**	650	-	-	-
External Funding	**15**	15	15	15	15
Total Funding	**855**	854	915	700	310

Other capital projects include:

- **Urban Development Agreement** – The City, Province and Federal Government have entered into an Urban Development Agreement that provides $10 million over five years, with $2.5 million in funding from each of the City and the Province, and $5 million from the Federal Government. The allocation of the funding to specific projects or initiatives has not been determined.

- **Program Equipment and Furnishings** – City-owned sport, recreation and cultural facilities require a variety of furnishings and equipment for program operations. The furniture and equipment are subject to wear and breakdown and require regular maintenance and periodic replacement. This allocation provides for the annual planned replacement of program furniture and equipment for the recreation facilities and for the purchase of new program equipment, including fitness equipment, required to meet increasing program demand.

- **Globe Theatre Renovations** – The Globe Theatre is planning a facility expansion and increased public programming at a total cost of $2.4 million. The City's contribution of $400,000 ($100,000 per year for four years from 2005 to 2008) is in recognition of the role of the Theatre in the revitalization of Regina's downtown and the quality of life for Regina citizens.

- **University of Regina Artificial Grass Field** – The University of Regina constructed Phase I of an artificial grass athletic field in 2004 at a total cost of $2.5 million. The City's contribution of $250,000 ($50,000 per year for five years from 2005 to 2009) is in recognition of the value to the community for this facility and in exchange for a minimum level of community access to the facility for at least ten years as outlined in an agreement.

- **Fleet Acquisitions** – To effectively manage and maintain City assets such as, open space and athletic fields, fleet equipment is required. This represents funding for an all terrain vehicle and trailer in 2007, as well as a jet vacuum in 2008 and two rotary mowers in 2009.

- **Operational Facilities** – Operational facilities includes parks and open space maintenance depots, pump houses and storage buildings. This represents funding for sustaining and enhancing these facilities, as well as the construction of two maintenance depots in 2009 and 2011. The depots are required due to the growth of the City in the northwest and southwest.

Corporate Services Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Fleet	**4,339**	4,392	4,364	4,748	3,631	21,474
Facilities	**5,312**	2,889	3,825	3,197	2,640	17,863
Land Development	**2,150**	3,500	550	800	1,000	8,000
Information Technology	**1,350**	1,770	2,170	2,000	2,000	9,290
Total Expenditures	**13,151**	12,551	10,909	10,745	9,271	56,627
Capital Funding ($000's)						
Current Contributions to Capital	**4,777**	3,989	4,015	4,182	4,520	21,483
General Fund Reserve	**2,150**	3,500	550	800	1,000	8,000
Employer Provided Parking Reserve	**10**	600	10	-	120	740
Technology Reserve	**60**	70	170	15	-	315
Equipment Replacement Reserve	**4,339**	4,392	4,364	4,748	3,631	21,474
Other Provincial Grants	**1,815**	-	1,800	1,000	-	4,615
Community Share 2006 Program	**-**	-	-	-	-	-
Total Funding	**13,151**	12,551	10,909	10,745	9,271	56,627

Fleet Services

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Equipment Replacement	**4,339**	4,392	4,364	4,748	3,631
Capital Funding					
Equipment Replacement Reserve	**4,339**	4,392	4,364	4,748	3,631

The Fleet Services Division of the Corporate Services Department manages all City vehicles and equipment, excluding those used by the Transit and Fire Departments and the Regina Police Service. At the end of 2006, the fleet consisted of 948 vehicles and pieces of equipment. **Since 1998 the fleet has been reduced by 20%.**

The Fleet Services Division is also responsible for the management and operation of the Small Tools and Equipment program, which includes 659 powered hand tools. **The program has also seen a significant reduction to the equipment inventory from the 1998 level of 995 tools.**

Fleet Distribution and Composition

Fleet Distribution			
Department	**Fleet Size**	**Equipment Type**	**Units**
Engineering and Works	435	Light Trucks	328
Community Services	361	Heavy Trucks	120
Corporate Services	80	Heavy Equipment	133
Motor Pool	65	Turf & Light Equipment	243
Finance	6	Trailers	124
Human Resources	1		
Fleet Total	948		948

These figures include previously approved additions but do not include any new vehicles or equipment proposed to be added to the fleet.

The categories of vehicles or equipment are:

- **Light truck** refers to all trucks up to one-ton rating. Included are full size pickups and vans, downsize pickups and vans, crewcab pickups, and allied equipment such as aerial lifts and service bodies.
- **Heavy truck** refers to all trucks greater in size than a one-ton truck. These will include three-ton, five-ton, seven-ton and semi-tractor-trailer combinations, as well as any allied equipment mounted to the chassis. Examples of allied equipment are garbage packers, sewer jets, sanders, port-a-patchers and aerial lifts.
- **Heavy equipment** refers to all equipment used to construct and maintain infrastructure such as roadways, utilities, retention ponds and parks. The equipment associated with this area includes graders, dozers, packers, pavers, sweepers, loaders, rollers and loader-backhoes.
- **Turf and light industrial equipment** refers to landscape and golf course maintenance equipment such as mowers, turf trucks and tractors.
- **Trailers** refer to any non-motorized van or wagon towed by a car, truck or tractor and is used to haul materials and goods or act as temporary shelter for work crews. These trailers range in capacity from 600 kg to 22,500 kg.

Fleet Size

Significant reductions have been made in the size of the fleet since 1998. This was accomplished by eliminating equipment that was surplus to needs. Further reductions are being made as new replacement equipment is acquired. The strategy involves increased standardization of fleet units to facilitate sharing of equipment between departments, and replacing units with equipment that is more properly suited to the work.

After 2007, the fleet size will stabilize, and any further additions or deletions will be subject to review and approval of the Fleet Utilization Review Committee.

Fleet Replacement and Rationalization

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. The Fleet Utilization Review Committee meets on a regular basis to review all proposed acquisitions of additional or replacement equipment and requested retention of replaced equipment. The following controls are used to manage the fleet size:

- Departments are required to present a business case to the Fleet Utilization Review Committee when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:

  - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
  - There are no other suitable fleet units that could be re-deployed, and
  - Ownership is the best option to obtain the equipment.

- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

An analysis of economic lifecycles of fleet vehicles and equipment was completed in 2004. Equipment replacement analysis involves determining the optimum economic life or "replacement cycle" for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments. The methodology for developing replacement criteria includes consideration of the following factors:

- **Service Life:** The length of time that the unit is capable of delivering its designed level of service.

- **Technological Life:** The decline in productivity of a unit compared with a new design.

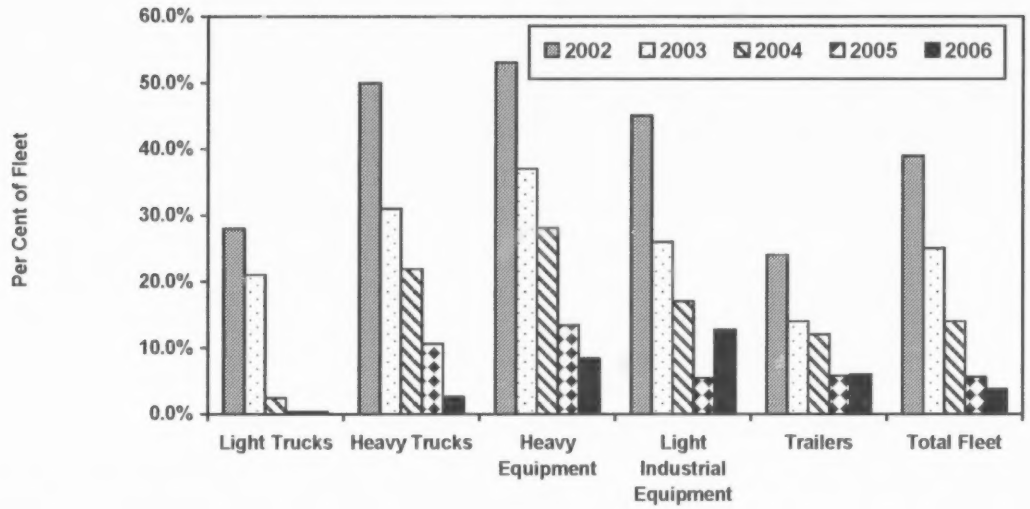
- **Economical Life:** The length of time the average annual cost of a unit declines or remains at a minimum.

- **Downtime Sensitivity:** The effect on program delivery when the equipment is not available for use.

Operating departments are able to provide services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed. An example is the replacement of the asphalt cold planer. The new unit has a better balance between horsepower, production and manoeuvrability, is sized for urban applications, is capable of high-production work, does not damage the planed surface, and produces a much smoother surface for repaving. The planer crew reports that "the new machine is two to three times more productive" than the old unit.

At the end of 2002, almost 40% of fleet units were overdue for replacement. The following chart shows the progress made to reduce this backlog. At the end of 2006, 4% of the equipment was overdue for replacement. At the end of 2006, only the Light Industrial Equipment category has a backlog higher than the target of less than 10%.

Percentage of Fleet Overdue for Replacement



In 1998, the fleet included 1,189 vehicles and equipment units, and would have a replacement value today of more than $70 million. **Reductions to the size of the fleet achieved in recent years have significantly reduced the replacement value**. The total replacement value of the current vehicle and equipment fleet is estimated to be $62.8 million. A major factor affecting the replacement value of the fleet is the fluctuating value of the Canadian dollar, as the majority of the heavy fleet is manufactured in the United States.

Fleet Age

The success of achieving and maintaining a reduced fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old, large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet. The next table shows the current and target age of the fleet.

Fleet Vehicle Age (Years)

Equipment Type	Current	Target
Light Trucks	7.3	7.5-8.5
Heavy Trucks	7.6	7.0-8.5
Heavy Equipment	10.7	8.5-10.0
Turf and Light Industrial Equipment	7.1	6.0-7.0
Trailers	11.3	10-0-12.0

The ongoing challenge is to manage the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

The 2007 – 2011 General Capital Program is consistent with the fleet replacement initiative and achieves the fleet size, configuration and age reduction goals recommended by the Fleet Review.

Corporate Services Facilities

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. City Hall:					
- General allocation	**100**	90	345	70	130
- Elevator upgrades	**-**	-	350	560	-
- Main floor renovations	**1,000**	400	-	-	-
- Spandrel panels	**-**	-	-	350	-
- City Hall parkade repair	**790**	1,200	-	-	-
2. Fleet Garages:					
- General allocation for renovations and improvements	**32**	142	-	117	70
- Fleet training field office	**-**	-	-	-	200
3. Other Facilities and Equipment:					
- General allocation - acquired properties	**-**	-	-	100	200
- General allowance - Operational, Yard and Field Administrative Facilities	**3,000**	857	-	1,700	-
- General allowance - Operational, Yard and Field Engineering & Works	**100**	-	3,000	-	1,620
- General allocation for renovations and improvements for civic facilities	**136**	200	120	250	250
- Allocation for energy management projects in civic facilities	**50**	-	-	50	50
- New vehicle for trades	**94**	-	-	-	-
- Employee provided parking (Non-City Hall)	**10**	-	10	-	120
Total Expenditures	**5,312**	2,889	3,825	3,197	2,640
Capital Funding					
Current Contributions to Capital	**3,487**	2,289	2,015	2,197	2,520
Employee Provided Parking Reserve	**10**	600	10	-	120
Other Provincial Grants	**1,815**	-	1,800	1,000	-
Total Funding	**5,312**	2,889	3,825	3,197	2,640

The Corporate Services Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. Capital requirements for facilities associated with the delivery of programs are reflected in the capital budgets of the departments responsible for the program delivery. This includes Community Services, Engineering and Works, Transit and Fire. Facilities used by the Board of Police Commissioners are addressed in their capital program. The facilities funded through this section of the General Capital Program include:

- City Hall – The General Allocation is required to keep the City Hall physical plant in a reasonable state of repair such that City programs can continue to effectively operate at the complex. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility. City Hall was opened in 1976 and includes Henry Baker Hall, and the majority of the office space used by the Civic Administration, along with a parkade. Repairs are planned for the parkade in 2008, with the funding in 2007 and 2008. The total estimated cost is $2 million, with $600,000 funded from the Employer Provided Parking Reserve. In 2004, a consultant was engaged to undertake an investigation of the condition of the parkade structure and develop a maintenance plan. The study determined that deterioration of the deck structure due to corrosion had increased. In order to extend the life of the parking deck, the consultant recommended the installation of a waterproof membrane to the top two deck surfaces. Work to correct drainage

issues and repair of the stair wells was completed in 2006. Replacing the snow removal system in the ramps is included in the 2008 project.

- Operational facilities used by Corporate Services, including the garages used by the Fleet Services Division and facilities used by the Facilities and Energy Management Division.

- Facilities owned by the City and used by the Administration and/or leased to other entities. This would include the Old No. 1 Fire Hall and the former General Motors Plant.

The 2007 – 2011 General Capital Program includes $10.277 million for operational, yard and field administrative facilities. Many existing facilities are in very poor condition and do not meet current requirements. The first step in the process of determining the requirements was to develop an inventory and analysis of existing yards and facilities, including the condition and shortcomings of the facilities. This phase of the project was completed in 2005. The study identified solutions for the current yard facility issues and developed preliminary cost estimates for the plan that were used to develop the 2007 – 2020 capital program for the Parks Yard. Funding will be used to construct new or upgrade existing yard facilities, and demolish facilities no longer suitable for occupancy. The areas of greatest concerns are the Parks Administration Building and related yard facilities, the former GM Building, and the Engineering and Works Yard facilities. Design work was started in 2005 for the retrofit of Traffic Building C in the Engineering and Works Yard, however, changing program requirements resulted in a delay of this project. Further review of the Engineering and Works yard buildings will be done in 2007. Work will begin on new and retrofitted facilities in the Parks Yard in 2007. **Funding of $500,000 was provided from the Community Share 2006 Program.**

The capital program also includes a general allocation for capital repairs to civic facilities. The allocation is intended for facility conservation or facility upgrade projects. The projects could include roof repairs, HVAC replacements or repairs, accessibility improvements, replacement of kitchen equipment, parking lot improvements, or other facility expenditures.

Land Development

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. **Ross Industrial Land Development:**[1]					
- Next Phase of Ross Industrial Park	**2,000**	3,400	-	-	-
2. **North Argyle Land Development**	**50**	100	550	800	1,000
3. **Industrial Growth Strategy**	**100**	-	-	-	-
Total Expenditures	**2,150**	3,500	550	800	1,000
Capital Funding					
General Fund Reserve	**2,150**	3,500	550	800	1,000

Notes:

(1) $1,860,000 is included in 2010 under Engineering and Works Roadway Network Improvements for Ross Avenue Construction related to this project. The funding is provided from the General Fund Reserve.

The City, as owner of lands in the Ross Industrial Park and other areas including North Argyle Park, undertakes the development of these lands as required. The City is responsible for the developer's share of infrastructure costs. The next phase of Ross Industrial Park will be constructed over a two-year period and the total costs have been allocated accordingly. The North Argyle Park project sets out estimated costs for the continued planning and consulting for the subdivision. The Industrial Growth Strategy will review potential future expansion areas for industrial uses and will help form the basis for future expansion of Ross Industrial Park. All funds are to be obtained from the General Fund Reserve.

Information Technology

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Print and Mail Services	**60**	70	170	15	-
2. Business Technology:					
- General Allocation	**1,290**	1,700	2,000	1,985	2,000
Total Expenditures	**1,350**	1,770	2,170	2,000	2,000
Capital Funding					
Current Contributions to Capital	**1,290**	1,700	2,000	1,985	2,000
Technology Reserve	**60**	70	170	15	-
Total Funding	**1,350**	1,770	2,170	2,000	2,000

Print and Mail Services

Funding of $60,000 is provided in 2007 to replace the existing press equipment with a 14x20 two colour analog press. Annually, Print Services handles 1,400 print requests on the press equipment, producing two million impressions. Types of simple two colour work produced includes water bill shells and single route transit maps. More complex work includes tax notices, newsletters, Mayor's State of City Address, and various department brochures. Upgrading the existing press will enable the work to be produced with better quality and in a more timely and efficient manner. Third party service providers will continue to be used for specialized requests and when workload surpasses resources. Providing some types of press services in house, saves the corporation money in terms of turnaround time and cost (labour and material).

Funding for the equipment is from the Technology Reserve. The reserve is funded from the net revenue generated through the Print Services and Office Services (computer desktop and output leasing) programs.

Business Technology – General Allocation

The role of technology is to support the delivery of civic services. Service delivery includes water and sewer services, waste collection and disposal, traffic control, transit, road and infrastructure maintenance, fire control, recreation facilities and programs, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. Electronic service delivery initiatives allow city services to become more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access information and be more responsive to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability and affordability of services.

The Business Technology capital program is developed based on the needs of the corporation. Project proposals are prepared by the business areas and prioritized by the Business Technology Steering Committee, which consists of representatives from the business departments. The ranking criteria takes into consideration the initiative's fit with the department's business technology plan, the opportunity to enhance customer service, financial considerations and integration with the corporation's strategic themes. The allocation of funding and resources is targeted to the highest-ranking initiative based on these criteria. The portfolio of initiatives and priority rating are updated regularly through internal reviews and external factors such as legislative changes. Business Technology capital projects often span more than one fiscal year. Circumstances such as a project being delayed, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The initiatives planned and underway for 2007 are outlined in the following points. The initiatives will be funded from a combination of authorized carry-forward capital plus the 2007 allocation. Individual projects may extend beyond 2007, affecting the timing of expenditures.

Departmental Initiatives - $1,413,000

- **Assessment and Tax System Enhancements - $200,000.** The City has an integrated Tax Assessment system called TAS. 2007 customizations will include handling multi-year processing, tax modelling and an upgrade of the Oracle database. The tax and assessment web application will also be enhanced to allow the generation of tax certificates online for authorized users.

- **Online Program Registration and Facility Booking - $83,000.** This phase of the initiative positions the City to provide functionality over the Web. The Internet Program Registration and Facility Schedule modules will be implemented.

- **Human Resources and Payroll System - $150,000.** Yearly funding is required to rectify bugs and add small enhancements to the system. Human Resources is also reviewing additional system modules to add functionality such as employee self service.

- **Maintenance Management - $220,000.** The SPL software package is used by Engineering and Works, Community Services and Corporate Services. Base functionality for asset maintenance management, work order management, mobile workforce capabilities and preventative maintenance were implemented in 2006. Additional functionality including the use of GIS, adding assets to the system and integrating with the financial and HR systems will be the priority for 2007.

- **Facility Capital Planning and Management - $95,000.** This system will assist in the long-term capital planning process for City facilities, based on information available through a life cycle analysis of the facility assets. The selected solution will help determine the capital maintenance events to be scheduled each year, along with their effects on the cost, condition index and risk measures. Facilities and Energy Management will use this to get a view of the costs to plan for each year, along with the priorities for events that will assist them in developing the current and ongoing five year capital plan.

- **Parking Ticket System - $220,000.** Modifications are necessary for the existing system to handle changes to enforcement legislation. Handheld devices will be purchased and implemented to issue parking tickets, eliminating the hand written paper tickets and the need for data entry.

- **Bylaw Inspection/Enforcement and Planning System - $350,000.** The chosen solution will make use of spatial data, workflow methodologies and best business practices to streamline and integrate the processes between the Urban Planning, Building Permit and Bylaw Enforcement areas. The application will enable the sharing of data between the three divisions, build on the corporate data repository and improve the document review process. The solution should interface and/or integrate with the call tracking software used by City Central, tracking a complaint or incident from the initial call, through inspection, to its eventual closure (pending compliance method). The application should provide the ability for the inspectors to work from the field rather than having to be dispatched from City Hall, as well as the ability to offer permits over the web in the future. Tentative implementation is January 1, 2008.

- **Transit/Paratransit Initiative - $25,000.** A new Information Centre Schedule Display solution will eliminate the need for manual entry of bus schedules offering a more reliable service for transit customers.

- **Financial Information Systems - $30,000.** Improving management reporting capabilities at the desktop.

- **Roster/Scheduling Module - $20,000.** Implementation of the Fire Department's Rostering module which was delayed in 2006 because the vendor was rewriting this module.

- **Cashier/Business Licensing - $20,000.** Implement functionality to handle multiple types of Business licenses administered through the City (i.e. taxi, tow trucks, dogs).

Corporate Initiatives - $524,000

- **Customer Service - $200,000.** Upgrade the corporate Call Centre application to a new version; contribute to purchase of a corporate solution for Call Recording. Pending Customer Service Strategy initiatives.

- **Corporate Training - $75,000.** Implement the OnDemand application to assist with end-user training as well as knowledge capture and management.

- **Data Management and Reporting - $45,000.** Performance Measurement and Business Intelligence Tools for data/financial analysis.

- **Enterprise GIS - $50,000.** To broaden the presence and corporate-wide accessibility to spatial data and related applications. Implement tracking server software for mobile display of infrastructure data. This will provide the back office foundation for GIS related field data gathering and mobile workforce capabilities.

- **eGovernment - $154,000.** Allowing citizens access to local government information and services is a priority for most municipalities. The City can now take advantage of the internet to move more of our services to the internet and allow citizens access to information and services. These include paying for fines and licenses, easy access to Council meeting minutes and agendas, quick access to bus routes and leisure services bookings.

Supporting Infrastructure - $835,000

- **Server Infrastructure - $115,000.** Continue to add and replace servers to accommodate business and operational requirements. Expand the storage capacity to accommodate data growth and reduce file administration activity.

- **Network Infrastructure - $70,000.** Upgrade cable and switches to accommodate fiber network expansion and prepare for Centrex IP. Install VPN connections in place of more costly, dedicated lines and implement Internet Service Provider redundancy to improve availability.

- **Network/Security Software - $60,000.** Replace current individual security products with a suite of software that will improve our security posture and reduce security administration. Continue to expand the use of virtualization software to minimize server sprawl and maximize CPU utilization.

- **Municipal Area Network - $300,000.** Continue wireless network expansion by replacing leased data lines and providing access to new locations. Finalize mobile wireless implementation in Transit and continue AVL pilots in Engineering and Works.

- **Desktop Software/Support - $50,000.** Upgrade the Service Desk incident and asset reporting system and assistance in upgrading the desktop operating system to remain current with vendor support.

- **Development Tools/Licenses - $150,000**. Increase number of Oracle database licenses for compliance and to cover extended data access for anticipated web-based and wireless applications.

- **Digital Print/Mail Infrastructure - $90,000.** Replace the printing press, as explained under the Print and Mail Services heading. $30,000 is to pay for the postage meter obtained in 2006, but not invoiced until 2007.

The following table provides information on the projected capital funding and capital expenditures for Business Technology, taking into account the carry-forward capital funds as of the end of 2006.

Business Technology Capital Projections for General Allocation Funding

Capital Project Descriptions	2006	2007	2008	2009	2010	2011
Departmental Applications						
Assessment and Tax Systems	366	200	150	50	100	-
Program Registration/Scheduling	7	83	-	-	40	-
Payroll and Human Resources	38	150	160	180	30	30
Maintenance Management	246	220	160	100	120	100
Facility Capital Planning	23	95	-	-	-	-
Parking Ticket System	52	220	35	-	25	-
Planning, Bylaw Inspection, Enforcement	2	350	160	50	50	-
Transit Review Initiatives	5	25	125	-	20	340
Financial Information Systems	2	30	175	-	-	110
Fire FDM Implementation	2	20	-	-	-	55
Cashier/Business Licensing	-	20	-	120	-	-
eCouncil	-	-	35	50	55	-
Contract Management System	-	-	-	75	50	-
Future Application Requirements	-	-	-	250	350	360
Subtotal	**743**	**1,413**	**1,000**	**875**	**840**	**995**
Corporate Applications						
Customer Service (i.e. Call Centre)	-	200	250	100	95	110
Corporate Training	3	75	55	20	15	50
Data Management & Reporting	-	45	25	65	45	45
Enterprise GIS	3	50	40	50	90	60
eGovernment Initiatives	57	154	60	35	75	50
Records/Information Management	-	-	325	200	125	60
Subtotal	**63**	**524**	**430**	**270**	**320**	**315**
Supporting Infrastructure						
Server Infrastructure	85	115	94	50	40	90
Network Infrastructure	102	70	180	185	175	135
Network/Security Software	33	60	50	60	65	40
Municipal Area Network	169	300	350	300	280	75
Disaster Recovery Planning	-	-	20	60	80	-
Desktop Software and Support	-	50	30	-	-	250
Development Tools and Licenses	117	150	100	-	60	40
Digitial Print/Mail Infrastructure	195	90	70	170	15	-
Subtotal	**701**	**835**	**894**	**825**	**715**	**630**
Total Allocations	**1,507**	**2,772**	**2,324**	**1,970**	**1,875**	**1,940**
Capital Funding - Start of Year	2,273	2,301	879	-	-	-
Business Technology Allocation	1,300	1,290	1,700	2,000	1,985	2,000
Technology Reserve Transfer	235	60	70	170	15	-
Projected Allocations for the Year	(1,507)	(2,772)	(2,324)	(1,970)	(1,875)	(1,940)
Capital Funding - End of the Year	2,301	879	-	-	-	-

Notes:
The timing and dollar value of projected projects is subject to change. Capital funding will be reviewed on an annual basis to ensure the funding is available in a given year. If necessary, projects would be deferred to ensure a funding shortfall did not occur.

Transit Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Transit Fleet:						
Transit Buses and Vehicles	2,090	2,060	3,760	2,060	360	10,330
Paratransit Buses	430	430	430	430	430	2,150
Facilities and Equipment	455	535	475	550	460	2,475
Transit Service Initiatives	2,235	720	-	-	-	2,955
Total Expenditures	**5,210**	3,745	4,665	3,040	1,250	17,910
Capital Funding ($000's)						
Current Contributions to Capital	-	-	2,980	2,985	950	6,915
Transit Equipment Reserve	**30**	-	-	-	-	30
Provincial Paratransit Capital Grant	**55**	55	55	55	300	520
Gas Tax Grant	-	-	-	-	-	-
Federal Transit Grant	**5,125**	3,690	1,630	-	-	10,445
Total Funding	**5,210**	3,745	4,665	3,040	1,250	17,910

The Federal Government announced a $27 million addition to the Public Transit Trust for Saskatchewan. In early 2007, the Federal and Provincial Government signed an agreement outlining the terms of the program and the share to be allocated to Regina, which totals $10.4 million over three years. The 2007 Transit capital budget has been prepared including this funding. There is a requirement for the City to prepare a Transit Strategy, including measurable outcomes to be achieved through the funding, the precise nature of which is still to be outlined by the Provincial and Federal Governments. The Transit Strategy will be submitted to City Council for approval during 2007. There is also a requirement for the City to provide incremental transit funding from its own sources for the five year period beginning in 2005 compared to the five year period preceding 2005. The 2007 – 2011 Transit Capital program has been prepared on a basis to meet those requirements.

Transit Buses and Vehicles

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Purchase new transit buses - average 4 per year	**1,700**	1,700	3,400	1,700	-
2. Refurbish transit buses - 4 per year	**360**	360	360	360	360
3. Replace Transit Supervisor vehicle	**30**	-	-	-	-
Total Expenditures	**2,090**	2,060	3,760	2,060	360
Capital Funding					
Current Contributions to Capital	-	-	-	2,060	360
Transit Equipment Reserve	**30**	-	-	-	-
Gas Tax Grant	-	-	-	-	-
Federal Transit Grant	**2,060**	2,060	3,760	-	-
Total Funding	**2,090**	2,060	3,760	2,060	360

The bus fleet used on the public transit routes consists of 95 buses. The peak scheduled winter requirement for buses is 71 buses in the morning and 79 in the afternoon. In the extreme winter months, depending on the weather, there may be a requirement for another six buses. Typically 10 to 12 buses are out of service on a daily basis for repairs and maintenance. Details on the buses are summarized below.

- Thirty-one transit buses have not been refurbished. These buses were purchased between 1989 and 1992 and have an expected lifespan of about 15 years.

- Thirty-nine transit buses have been refurbished. These buses were purchased between 1977 and 1988. The refurbishing program is necessary to meet Highway Traffic Board requirements and reduce the need to purchase new buses. Refurbishment results in an estimated additional ten years of service for each bus.

- Twenty-six low floor buses (including one 1999, 30 foot small low floor bus purchased in 2003) purchased between 1997 and 2006 have an expected life of about 15 years. The low floor buses provide easy access for passengers that experience some degree of disability. Low floor buses will relieve some of the demand on the Paratransit System.

City Council adopted a recommendation (Report CR03-18) that the City refurbish four buses and purchase four buses each year to ensure the long-term viability of the fleet. The proposed replacement of buses is required to sustain the fleet in the long-term. **A multi-year tender for low floor buses was approved in 2004. The tender provides for up to five buses per year between 2005 and 2008.**

In 2006, a multi-year tender was approved for smaller low floor buses that will provide a mix of small and large low floor transit buses in the transit fleet. The smaller buses will range from 28 to 30 feet with a capacity of carrying 29 seated passengers compared to a large low floor bus carrying 37 seated passengers. The number of smaller low floor buses required will be determined from passenger data collected from the Automatic Passenger Counting equipment (APC). Currently, the 30-foot bus is being utilized primarily on Routes 14, 16 and to the Food Bank.

Transit Bus Fleet

Year of Purchase or Refurbishment	Original Large Buses	Refurbished Buses	40 Foot Low Floor Bus	30 Foot Low Floor Bus	Total Fleet
1989	3	-	-	-	3
1990	20	-	-	-	20
1992	7	-	-	-	7
1997	-	-	7	-	7
1998	-	3	-	-	3
1999	-	5	-	1 (note)	6
2000	-	7	-	-	7
2001	-	6	2	-	8
2002	-	4	3	-	7
2003	-	3	-	-	3
2004	-	4	-	-	4
2005	-	3	11	-	14
2006	-	4	2	-	6
Totals	30	39	25	1	95

Note: A 1999, 30-foot low floor bus was purchased in 2003. The other low floor buses are 40-foot buses. There will be three 30-foot low floor buses delivered in 2007.

The Transit Department has other vehicles, with replacement funded through the Transit Equipment Reserve. The following table provides a list of the vehicles, along with the proposed year of replacement.

Other Transit Vehicles

Year of Purchase	Year of Replacement	Details
2003	2007	Chevrolet Impala
1999	2010	Ford 1 Ton Truck
1999	2011	Dodge 1/2 Ton Truck
1978	2012	Ford 4x4 - 1 Ton Truck
2000	2012	Fork Lift

Paratransit Buses

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Purchase new paratransit buses - 4 per year	**430**	430	430	430	430
Capital Funding					
Current contribution to Capital	-	-	-	375	130
Provincial Paratransit Capital Grant	**55**	55	55	55	300
Federal Transit Grant	**375**	375	375	-	-
Total Funding	**430**	430	430	430	430

The Paratransit fleet consists of 26 buses in 2007, with 24 buses scheduled for regular service and two buses available as spares. The expansion of the bus fleet in 2005 and corresponding reduction in the minivan fleet has greatly assisted with providing more scheduling flexibility. The City owns the lift-equipped buses with FirstBus Canada Limited maintaining and operating the buses. The following table provides a summary of the bus fleet.

Paratransit Bus Fleet

Year of Purchase	Number of Paratransit Buses
2001	3
2002	4
2003	10
2005	5
2006	4
Total Buses	26

The current capital program provides for the replacement of four Paratransit buses per year. In 2006, the Province provided funding for the replacement of one Paratransit bus. The Paratransit Service uses six minivans in addition to the buses. The minivans are supplied, maintained and operated by FirstBus Canada Limited.

Lift-equipped buses are configured to accommodate both people who use wheelchairs and people who are ambulatory. The minivans can only accommodate people who are ambulatory. Both types of vehicle are used because many passengers are ambulatory and the van service is faster and more cost effective to operate. The combination of vehicles is very effective in providing service. In recent years, many of the passengers considered to be ambulatory still have significant disabilities and require the use of mobility assisted devices such as walkers. The minivans have a limited ability to store and transport these types of devices, hence the need to maintain a fleet with a large component of Paratransit buses.

Facilities and Equipment

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Facilities - General Allocation	**205**	285	225	300	210
2. Transit Shelters	**50**	50	50	50	50
3. Other Equipment - General Allocation	**200**	200	200	200	200
Total Expenditures	**455**	535	475	550	460
Capital Funding					
Current Contributions to Capital	**-**	-	-	550	460
Federal Transit Grant	**455**	535	475	-	-
Total Funding	**455**	535	475	550	460

Facilities used in the delivery of public transit and paratransit services are:

- Transit Operations Centre at 333 Winnipeg Street – This facility includes space for storage and servicing of the buses, along with office or other space for the majority of the Transit staff.

- Transit Garage at 1157 Albert Street – When the Operations Centre was constructed, this facility was retained for repairing and maintaining the bus fleet.

- Transit Information Centre on 11th Avenue – This facility is located in downtown Regina and is used to sell bus passes and tickets, along with providing information on transit routes and schedules. The Centre is located near one of the major transfer points for passengers.

The Facilities General Allocation provides funding to maintain the facilities used by Transit Department in a reasonable state of repair such that the program can continue to operate at the facility. The funding provides for the physical plant maintenance and some renovations, but does not include additions or major enhancements to the facility.

The City owns 251 transit shelters, of which 248 are the newer style and three the older style (over 25 years old). Fifty of these shelters have lighted advertising signs. A shelter advertising agreement with Rawlco Radio Ltd. provides the City with minimum annual revenue of $70,000.

The general allocation for other equipment has been used to fund a variety of transit capital projects, including hardware and software, information posts, shop equipment and initiatives to address Occupational Health and Safety issues.

Transit Service Initiatives

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Electronic Fare Boxes	2,000	-	-	-	-
2. Cameras in Buses	-	600	-	-	-
3. Transit Priority Signals	-	100	-	-	-
4. Security Fencing	100	-	-	-	-
5. Upgrade Transit Shelters 11th & 12th Avenue	50	-	-	-	-
6. Electronic Vending Machines	45	-	-	-	-
7. Upgrade Information Posts	30	-	-	-	-
8. Cameras located at 11th & 12th Avenue	-	20	-	-	-
9. Reader Board Messaging	10	-	-	-	-
Total Expenditures	2,235	720	-	-	-
Capital Funding					
Current Contributions to Capital	-	-	-	-	-
Federal Transit Grant	2,235	720	-	-	-
Total Funding	2,235	720	-	-	-

Electronic Fare Boxes

Regina Transit has 95 buses in its fleet. Each bus contains a conventional fare box into which coins, bills and tickets can be deposited. The box is cleared manually by the operator and the contents drop into the vault at the bottom of the unit. The vaults are changed nightly and the contents are sorted and counted by the staff in the Transit Cash Office. The fare boxes were purchased in the 1960's.

The top of the fare box is clear to give the operator some opportunity to determine what fare was deposited. However, if there are many coins of various denominations in the fare box, the operator has no way to determine whether or not the correct cash fare was paid. Operators are becoming more reluctant to question passengers about their fare payment as there have been numerous altercations, some of which have resulted in physical assaults of the operators.

We know how many adult and youth tickets are sold each month and as a result, have a good idea of the number of passengers who pay with tickets. We can only estimate how many cash paying passengers we carry and have no idea how many are adults and how many are youth. We also do not know how many times per month a person who has a monthly pass, senior's pass or an employer pass ride the bus.

Fare evasion is costing the City of Regina revenue. We have no way of knowing the magnitude, although, 3% to 5% of our annual cash fares or approximately $50,000 to $80,000 may not be out of the realm of possibility.

Electronic fare boxes can significantly reduce the problems the Department is currently experiencing. The fare box electronically displays the amount of fare deposited. It accepts and validates coins and bills, and returns any unacceptable coins and bills to the passenger. It processes all types of magnetic stripe paper and plastic passes. It issues, prints and encodes transfers and accepts transfers produced by other fare boxes. (This will resolve the issue we currently have with improperly cut or invalid transfers.) Options are available for the acceptance of credit cards and smart cards as fare payment.

The electronic fare boxes record each transaction which will give an accurate count of passengers for each route on a daily and annual basis. Other reports possible include revenue, card/pass usage, fleet operations and security/audit.

Cameras on Buses – Onboard Bus Mobile Digital Video Recorders

Security for bus operators and passengers on buses is becoming an issue of concern for all transit properties in Canada and the United States. Currently, operators only have the ability to call for assistance using the onboard 2-way radio. Some buses are equipped with an electronic destination sign on which the operator can activate an emergency setting.

In Regina, there have been assaults to operators and passengers while on the bus. There have also been instances in other cities where explosions or other acts of terrorism have occurred on transit buses. Cases often go unsolved or the perpetrators are not sentenced due to the lack of evidence. To avoid these situations, it is important to enhance the security measures on the buses.

Many advances have been made in mobile video surveillance. They include digitally recording video to a computer in the bus. AVL (Automated Vehicle Location) and GPS (Global Positioning Systems), live streaming video, hardware video compression technologies can also be installed. York, Toronto and Calgary are using this type of equipment on their buses.

Regina Transit plans to install Mobile Digital Video Recorders on all 95 buses in the fleet and on all new buses purchased in the future. Not only do these systems immediately fill the need for an increased level of security on the transit system, they also allow for upgrades such as AVL in the future.

Safety of both passengers and operators on transit buses can be enhanced with the use of video surveillance.

Transit Priority Signals – Bus Priority Control System

One of the factors effecting ridership is the ability to maintain consistent schedules throughout the day. With the increase in traffic at major intersections during peak hours, especially in the northwest, southeast and downtown, it is increasingly difficult to maintain schedules. This inconsistency impedes Transit's ability to retain current passengers and also discourages potential passengers from using Regina Transit. Consistent, on-time performance will provide better transit service to our customers.

Currently, there are many intersections where the installation of a priority system would improve efficiencies. The ones with the heaviest traffic volumes include Broad Street at Victoria Avenue, Albert Street at Victoria Avenue, Albert Street at Dewdney Avenue and Broad Street at Dewdney Avenue.

3M Opticom Priority Control Systems provide intersection right-of-way to authorized vehicles. Green-light priority helps emergency vehicles respond more quickly to call outs. Secondary priority for transit buses helps operators to keep consistent, on-schedule service to improve service to our customers, with a reduction on brake wear associated with multiple stops that could reduce the budget spent on brake maintenance. The Opticom Priority Control System is currently being used by the City of Regina's Fire Department.

The Opticom Priority Control System involves the use of a detector, emitter and selector operating together to increase the duration of a green light by a maximum of 10 seconds. The emitter will activate the system by broadcasting a secure and encoded infrared priority request. The detector located at the intersection receives this request and relays it to the phase selector. The phase selector will validate the request and send a signal to the traffic controller to extend the length of the green light.

The 3M Opticom Priority Control System will be purchased from the current supplier of the equipment to the Regina Fire Department. Implementation should be completed in 2008.

Security Fencing – Security Enhancement of the Transit Operations Centre – 333 Winnipeg Street

The Transit Operations Centre at 333 Winnipeg Street contains the offices of Transit Management, Paratransit call centre and dispatch office, Regina Transit dispatch office and all buses not scheduled for repair. The current security measures in place include key cards for entry into the building after regular working hours, a security alarm and cameras in the Cash Office. The building is vacant from 3:00 am to 4:30 am.

Currently there is no surveillance or perimeter fencing. There have been occurrences of vandalism to operators' vehicles. Without the means to keep unauthorized persons outside of the facility, vandalism and theft are a concern.

The safety of Regina Transit property and employees is of prime importance. New security measures will include perimeter fencing around the building and operator parking lot as well as the addition of video surveillance along the outside walls of the building. The gate will open with the use of a key card to allow entrance only by employees and the video cameras will be capable of operating in low light conditions.

The erection of a security fence and video surveillance cameras will reduce the chances of unauthorized persons entering and exiting the facility and will reduce the chances of vandalism to employee vehicles and the chance of physical assault.

Upgrade Transit Shelters on 11th & 12th Avenues in the Downtown

Downtown Regina is a major destination for transit passengers. All but two of the transit routes stop in the downtown area. The major bus stops are located at Victoria Park (on 12th Avenue) and at the Cornwall Centre (on 11th Avenue). On a typical weekday, 3,300 passengers (853,000 annually) arrive at these bus stops and 3,100 passengers (806,000 annually) board buses to travel to other destinations.

There are two shelters at each location (four in total). The shelters are an older style shelter and most have been in place for over 20 years. Salt in the winter and general wear and tear is affecting the structural integrity of the shelters. There are no amenities in the shelters other than a metal bench.

There has been much advancement in shelter design, construction and amenities since these shelters were installed. Aluminium is used in construction, designs are more "futuristic" and available amenities include heating and lighting, even using solar power in some cases. Benches are constructed using vandal proof recycled plastic and are warmer to sit on in winter than a metal bench.

The new look shelters and the possibility of additional lighting, creating a safer environment for passengers, is something the Transit Department want to work towards. It complements the new design and technology of the NovaBuses that are being added to the fleet.

The Regina Downtown Business District is considering a project to enhance the amenities of the streetscape in the downtown. The 11th and 12th Avenues are major thoroughfares in the downtown and are high on the list for upgrades. The Transit Department has had a preliminary discussion about the project with the Executive Director of Regina Downtown. New shelters will complement the work being planned for the streetscapes.

Electronic Vending Machines – Electronic Transit Ticket and Pass Vending Machines

Regina Transit passengers can pay their fare using cash, tickets or monthly passes. Tickets and passes are sold at the Transit Information Centre on 11th Avenue beside the Cornwall Centre, the Transit Operations Centre on Winnipeg Street, City Hall, University of Regina, SIAST and at twenty-four transit agents throughout the City.

The highest volume of ticket and pass sales occurs at the Transit Information Centre, with over 50% of all sales taking place at this location. Staff at the Information Centre also answer all calls to the Transit Ride Line and in person customer inquiries regarding route and schedule information. The first and last week of every month are extremely busy for the staff as pass sales are very high during these two weeks.

An electronic transit ticket and pass vending machine at the Transit Information Centre will reduce the work load and stress on the staff at these busy times and will shorten the time passengers have to wait in line to purchase their tickets and passes. The result will be improved service to customers.

Electronic vending machines can issue all types of tickets and passes, including encoded cards that can be used in electronic fare boxes. Purchases can be made by credit card or debit card. The technology is proven as many transit properties, especially those with light rail or subway systems use vending machines.

If the vending machine at the Transit Information Centre is popular with our passengers, we will purchase additional machines for other locations (i.e. University of Regina and SIAST).

Upgrade Information Posts on 11th & 12th Avenues

Downtown Regina is a major destination for transit passengers. All but two of the transit routes go downtown. The major bus stops are located at Victoria Park (on 12th Avenue) and at the Cornwall Centre (on 11th Avenue). On a typical weekday, 3,300 passengers (858,000 annually) arrive at these bus stops and 3,100 passengers (806,000 annually) board buses to travel to other destinations.

Transit route information and schedule times are posted at the four major bus stops on these streets. The information is located in Information Posts, constructed of metal with plexi-glass covering of the information inserts. The Information Posts have been in place for over 15 years. Salt in the winter and general wear and tear is affecting the structural integrity of the posts.

There has been much advancement in transit information holders since these were installed. Aluminium is used in construction, designs are more "futuristic" and available amenities include lighting, using solar power in some cases. This would be of benefit to passengers as lighting would make the schedules easier to read.

The Regina Downtown Business District is considering a project to enhance the amenities of the streetscape in the downtown. The 11th and 12th Avenues are major thoroughfares in the downtown and are high on the list for upgrades. The Transit Department has had a preliminary discussion about the project with the Executive Director of Regina Downtown. New transit information holders will complement the work being planned for the streetscapes.

Cameras Located at 11th and 12th Avenues – Video Surveillance at Downtown Transfer Points on 11th and 12th Avenues

Downtown Regina is a major destination for transit passengers. All but two of the transit routes go downtown. The major bus stops are located at Victoria Park (on 12th Avenue) and at the Cornwall Centre (on 11th Avenue). On a typical weekday, 3,300 (858,000 annually) arrive at these bus stops and 3,100 passengers (806,000 annually) board buses to travel to other destinations.

After 9:00 p.m., bus service at these stops is hourly. Passengers have a long wait if they miss their bus. To increase the level of security during evenings, a contracted security company provides personnel to patrol these areas every hour during weekdays and Saturdays. There are also payphones nearby that can be used in case of emergency. These security arrangements have been in place for three years. In addition, the street lighting levels at Victoria Park have recently been upgraded by Regina Downtown. However, passengers will still feel unsafe and we see a need to increase the level of security we provide for our customers.

Advancements have been made in digital video recording technology allowing for increased levels of security at lower costs. All digital video material can be recorded onto a computer hard drive eliminating the need for storage space for large quantities of video cassettes. This can be done either with a straight connection or via a wireless connection allowing live streaming video to be transferred through a secure connection to a remote terminal. These cameras can easily operate in low light conditions making them ideal for outdoor security.

To provide additional security for our customers and bus operators, we plan on installing two video cameras at each location to digitally record video onto a computer. The cameras will record activity at these bus stops. It is hoped that the equipment itself, as well as signage indicating the presence of the cameras, will deter criminal activity.

Reader Board Messaging – Reader Board Message System for the Transit Information Centre

The Transit Information Centre is located at 2124 – 11th Avenue (beside the Cornwall Centre) at one of the two major transfer points in the downtown area. The Information Centre is open Monday to Saturday. Staff sells transit tickets and passes and provide route, schedule and fare information to customers. Transit Ride Guides and printed schedules for each route are also available for customers to take.

Since the shelters on 11th Avenue outside the Cornwall Centre are not heated, passengers also often use the Information Centre as a warm place to wait for their bus. The Information Centre has a monitor that shows the buses approaching from Broad Street so passengers know when to leave the Information Centre and go to the bus stop.

A Reader Board is a good way to provide information to our customers while they are in the Transit Information Centre. The board could display current fares, if any of the buses are experiencing delays due to weather conditions, up-coming Transit Open Houses to discuss routing changes, and information about City of Regina programs and services.

The Transit Department currently has two reader boards in operation. One is located in the Operators' Lounge at 333 Winnipeg Street and one is located in the Paratransit Dispatch Centre at 333 Winnipeg Street.

Fire Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Fire Facilities	**570**	1,920	150	60	252	2,952
Front Line Apparatus	**-**	-	25	1,820	565	2,410
Fire Support Vehicles	**50**	45	-	-	200	295
Fire Service Vehicles	**-**	-	90	-	-	90
Communications & Dispatch Equipment	**-**	25	-	70	115	210
Other Equipment	**25**	145	25	80	690	965
Total Capital Expenditures	**645**	2,135	290	2,030	1,822	6,922
Capital Funding ($000's)						
Current Contributions to Capital	**645**	2,135	290	2,030	1,822	6,922

Fire Facilities

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Administration Building	**70**	-	30	-	100
2. Education and Training Centre	**-**	-	60	-	80
3. Fire Stations					
- General Allocation	**-**	120	60	60	72
- Replace Fire Station #4	**500**	1,800	-	-	-
Total Expenditures	**570**	1,920	150	60	252
Capital Funding					
Current Contributions to Capital	**570**	1,920	150	60	252

The following Fire Department facilities support the delivery of fire prevention and suppression services:

- Seven fire stations:
  - No. 1 Fire Station (William White Station) – 2585 – 13th Avenue.
  - No. 2 Fire Station (William Moffatt Station) – 1770 – 9th Avenue North.
  - No. 3 Fire Station (Tom Yarnton Station) – 2640 – 31st Avenue.
  - No. 4 Fire Station (Percy Wilson Station) – 1175 Pasqua Street.
  - No. 5 Fire Station (Harold Button Station) – 2700 East Arens Road.
  - No. 6 Fire Station (Omar Dixon Station) – 303 Rink Avenue.
  - No. 7 Fire Station (Louis Yanko Station) – 123 Victoria Avenue.
- The Fire Administration Building (E. C. Bun Allin Building) located at 1205 Ross Avenue.
- The Education and Training Centre located adjacent to the Fire Administration Building at 1201 Ross Avenue.

In 2007, repairs and renovations to the Administration Building will be undertaken. In 2007/2008, $2,300,000 is included to replace Fire Station #4. An independent engineering consultant review determined replacement of the fire station is more cost effective than undertaking major renovations and

repairs. Other projects in the capital program include interior/mechanical upgrades to various fire stations and upgrades to the mechanical shop in the Education and Training Centre.

Front Line Apparatus

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Pumper Rescue Unit	-	-	-	565	565
2. 100' Rescue/Ladder Unit	-	-	-	1,230	-
3. Mechanical Upgrades			25	25	-
Total Expenditures	-	-	25	1,820	565
Capital Funding					
Current Contributions to Capital	-	-	25	1,820	565

The new pumper/rescue units replace the pumpers purchased in 1989 and 1992. The 100-foot rescue/ladder unit has the combined capabilities of a 100-foot aerial ladder platform and a 2,000 gallon per minute pump. The unit has two articulating booms with a crew platform that swivels up to ninety degrees. Mechanical upgrades may include a major repair or refurbishment to extend the life of a front line vehicle. Front-line Apparatus in the Fire Department fleet includes 18 front-line apparatus vehicles, including 13 in-service vehicles and five spare vehicles. These vehicles include:

- Seven pumpers and three pumper/rescues in-service, along with four spare pumpers. The average age of the pumpers is 15 years.
- One ladder truck in-service along with one spare ladder unit.
- One rescue unit in-service.
- One platform unit in-service.

The Woods Gordon Study guideline for vehicle retention is 15 years for a pumper truck and 20 years for an aerial (ladder) truck. The replacement schedule for front-line apparatus is in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Type of Apparatus
101	1968	—	Mack Custom	Spare Pumper
114	1985	—	Superior Emergency – IHC	Spare Pumper
110	1976	—	Superior Hendrickson	Spare Pumper
111	1976	—	Superior Hendrickson	Spare Pumper
205	1979	2010	Pierre Thibault	Spare Ladder
104	1989	2010	Superior Pierce Lance	Pumper
106	1992	2011	Superior Pierce Lance	Pumper
105	1994	2012	Superior Pierce Lance	Pumper
102	1998	2013	Superior Hurricane – E-One	Pumper/Rescue
103	2000	2015	Superior Hurricane – E-One	Pumper/Rescue
109	2000	2015	Superior Hurricane – E-One	Pumper/Rescue
302	1995	2015	Superior	Rescue
206	1986	2016	Pierre Thibault – IHC	Ladder
402	1996	2016	Superior E-One	Platform/Pumper
115	2004	2019	Superior Hurricane – E-One	Pumper
116	2004	2019	Superior Hurricane – E-One	Pumper
117	2006	2021	Superior Hurricane – E-One	Pumper
118	2006	2021	Superior Hurricane – E-One	Pumper

Fire Support Vehicles

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Water Rescue Zodiac	50	-	-	-	-
2. Transport/Command Car	-	45	-	-	-
3. Rehab Bus	-	-	-	-	200
Total Expenditures	**50**	45	-	-	200
Capital Funding					
Current Contributions to Capital	**50**	45	-	-	200

Units in the capital program are generally replacement units with the exception of the Water Rescue Zodiac. The Water Rescue Zodiac is a jet propulsion unit. There are 17 support vehicles in the Fire Department fleet including several vans, trucks and trailers, equipped for special purposes such as water rescue, investigation or public education. The replacement schedule for support vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
502	1987	Not Replaced	Fire Safe House	Trailer – 8' x 24'
505	1955	Not Replaced	GMC	Tri-Command Bus
506	1996	Not Replaced	Ford Cube Van	Public Education
501	1987	Not Replaced	Decon/Hazmat – 20' x 8'	Spare Trailer
2	1995	On order – 2006	Chevrolet – One-Ton Modular	Command Unit – Chassis
10	1988	2008	Plymouth V6 M-Voyager	Transport/Command Car
503	1962	2011	GMC	Rehab Bus
509	1987	2012	Superior Emergency – IHC	Tech Rescue/Mobile Cascade
15	2004	2013	Ford Expedition	Chief's Command Unit
511	2005	2015	Ford F350	Wildland Firefighting
512	2006	2016	Ford F350	Wildland Firefighting
23	2005	2017	GMC	Investigation Unit
508	1998	2018	Ford E Super Duty	Water Rescue Van
514	2006	2021	Chevrolet Cutaway Van	Public Information Unit
504	2002	2022	Fort Garry	Water Tanker/Pumper
510	2003	2023	Decon/Hazmat – 35' x 8'	Trailer

Fire Service Vehicles

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Administration Van	-	-	45	-	-
2. 3/4 Ton-Mechanic	-	-	45	-	-
Total Expenditures	-	-	90	-	-
Capital Funding					
Current Contributions to Capital	-	-	90	-	-

All units in the capital program are replacement units. The service truck is used to move equipment from station to station. There are 12 Service Vehicles in the Fire Department including vans and trucks. The replacement schedule for service vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
20	1990	Not Replaced	Dodge Van	Training
17	2001	Not Replaced	Chevrolet ½ Ton Cargo van	Training
7	1995	Not Replaced	GMC Open Box (4WD) ¾ Ton	Utility Truck
3	1991	Not Replaced	GMC Open Box (4WD) ¾ Ton	Medical Training Prop
1	1994	2009	Plymouth Van	Administration Unit
19	1992	2009	Chevrolet Open Box ¾ Ton	Mechanics
25	2006	2012	Ford E250 Van	Service Truck
5	2000	2015	One-Ton Truck	Training
18	2000	2015	Ford F150 – Regular Cab	Building Maintenance
26	2007	2017	Ford F250 4x4	Fuel Delivery/Snow Removal
22	1999	2019	Ford E450 Super Duty	Troop Transport
21	2005	2020	GMC Cargo Van	Electrician

Communications and Dispatch Equipment

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Computer Aided Call Handling System	-	25	-	-	-
2. Mobile Data Technology	-	-	-	70	-
3. Voice Logger	-	-	-	-	65
4. CAD/RMS System Upgrade	-	-	-	-	50
Total Expenditures	-	25	-	70	115
Capital Funding					
Current Contributions to Capital	-	25	-	70	115

Additional information on the capital allocations for communications and dispatch equipment includes:

- **Computer Aided Call Handling System** – Communication centre personnel identify response requirements based on initial assessment of information received from a caller reporting an emergency incident. Computer aided call handling systems assist the call taker in quickly determining the appropriate response code for each incident, improving response times, increasing responder safety and reducing liability risks.

- **Mobile Data Technology** – With the implementation of mobile data terminals in Front Line Fire Apparatus, additional technological improvements are anticipated. This technology promotes effective and quick emergency response with the real time data transmission to responding crews.

- **Voice Logger** – Funding is for replacement of the voice logger system. The Fire Department has one voice-logging device that is in the process of being replaced. This device records the telephone lines and all radio communications and is a legal requirement of a dispatch operation. The device has a five-year life expectancy.

- **CAD/RMS System Upgrade** – Currently the Fire Department is operating a fully integrated computer aided dispatch and records management system. The system was implemented in 2004 and is upgraded annually as required. Most upgrades are accomplished with existing resources, but major upgrades or module enhancements require additional funding for initial purchase. This funding is to provide the opportunity to proceed with a major upgrade to be determined.

Other Equipment

Capital Summary ($000's)	2007	2008	2009	2010	2011
Capital Expenditures					
1. Traffic Signal Pre-emption	**25**	-	-	-	25
2. Extrication Tools (Jaws of Life)	-	55	-	55	-
3. Thermal Imaging Cameras	-	65	-	-	65
4. Wellness/Fitness Equipment	-	25	25	25	-
5. Self Contained Breathing Apparatus	-	-	-	-	600
Total Expenditures	**25**	145	25	80	690
Capital Funding					
Current Contributions to Capital	**25**	145	25	80	690

Additional information on the capital allocation for other equipment includes:

- **Traffic Signal Pre-emption** – This is an ongoing project. It is projected that in 2007, there will be an additional ten intersections ready for pre-emption. This system will allow fire apparatus responding to an incident to control the flow of traffic, thereby improving the response time.

- **Extrication Tools** – The Fire Department has five sets of extrication tools (Jaws of Life). The Jaws of Life are placed on the rescue vehicles located at No. 2, No. 3, No. 6 and No. 7 Fire Stations. There is one spare set of extrication tools used for training and as a backup. This funding is for the replacement of the ageing equipment. The department responds to approximately 200 Jaws of Life calls each year. Saskatchewan Government Insurance is charged $550 each time a Jaws of Life is used in an accident.

- **Thermal Imaging Cameras** – The department currently has seven thermal imaging cameras, one at each fire station. This equipment has proven invaluable in locating heat sources in extreme smoke conditions. The Rotary Clubs of Regina purchased four cameras in partnership with other local businesses at a cost of $25,000 each. These cameras have an eight-year life expectancy. Funding is for the replacement of four cameras.

- **Wellness/Fitness Equipment** – This equipment will be used to promote fitness and well-being among existing staff. The equipment will also be utilized for testing new recruits as part of the hiring process.

- **Self Contained Breathing Apparatus** – The Department currently owns and maintains 100 self contained breathing apparatus (SCBA) and 250 air cylinders. The equipment will reach its life expectancy in 2011 and require replacement. The Department maintains 2.5 to 1, air cylinders to SCBA ratio.

Police Department

Capital Program Summary

	2007	2008	2009	2010	2011	Five Year Total
Capital Expenditures ($000's)						
Facilities	**517**	375	410	328	145	1,775
Communications	**32**	-	-	-	-	32
Information Technology	**265**	380	493	411	346	1,895
Emergency Services Equipment	**137**	111	137	65	40	
Municipal Justice Building	-	-	-	-	8,311	8,311
Total Expenditures	**951**	866	1,040	804	8,842	12,013
Capital Funding ($000's)					-	
Current Contributions to Capital	**951**	866	1,040	804	8,842	12,013

The information in this summary is based on the 2007 – 2011 Capital Budget submission of the Board of Police Commissioners. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on January 22, 2007 (Report CR07-5).